

7/19/77

Folder Citation: Collection: Office of Staff Secretary; Series: Presidential Files; Folder: 7/19/77;
Container 32

To See Complete Finding Aid:

http://www.jimmycarterlibrary.gov/library/findingaids/Staff_Secretary.pdf

WITHDRAWAL SHEET (PRESIDENTIAL LIBRARIES)

FORM OF DOCUMENT	CORRESPONDENTS OR TITLE	DATE	RESTRICTION
memo	From Bob Thomson to The President (2 pp.) re: Nomination of Don Tucker to the CAB/ enclosed in Hutcheson to Moore 7/19/77	7/15/77	C

FILE LOCATION

Carter Presidential Papers- Staff Offices, Office of the Staff Sec.- Presidential Handwriting File 7/19/77 Box 39

RESTRICTION CODES

- (A) Closed by Executive Order 12356 governing access to national security information.
- (B) Closed by statute or by the agency which originated the document.
- (C) Closed in accordance with restrictions contained in the donor's deed of gift.

THE PRESIDENT'S SCHEDULE

Tuesday - July 19, 1977

7:15 Dr. Zbigniew Brzezinski - Oval Office.

7:45 Mr. Frank Moore - The Oval Office.

8:00 Breakfast with Senate Group. (Mr. Frank Moore).
(60 min.) The Roosevelt Room.

9:15 Senator Daniel Moynihan. (Mr. Frank Moore).
(15 min.) The Oval Office.

10:00 Mr. Jody Powell - The Oval Office.

10:30 Arrival Ceremony for His Excellency The Prime
Minister of Israel and Mrs. Menahem Begin.
The South Grounds.

11:00 Meeting with Prime Minister Menahem Begin.
(90 min.) (Dr. Zbigniew Brzezinski) - Oval Office and
Cabinet Room.

1:30 Vice President Walter F. Mondale, Admiral
(20 min.) Stansfield Turner, and Dr. Zbigniew Brzezinski.
The Oval Office.

2:15 Drop-By Meeting with Secretary Brock Adams,
(15 min.) Mr. James Schlesinger, Mr. Charles Schultze,
and Mr. Bert Lance. (Mr. Jack Watson).
The Cabinet Room.

7:30 Working Dinner (Business Suit) with
Prime Minister Menahem Begin - State Floor.

Menahim Begin 7/19/77
ALIZA
JUNIOR - SURPRISE

DEMOCRACIES - TRANSITION

STRENGTH/INDEP/COURAGE

RELIGIOUS

VIETNAMESE (66)

NEGOTIABLE

COMMON PROJECT - PEACE

ISAIAH - AND THE WORK
OF RIGHTEOUSNESS SHALL
BE PEACE, AND THE
EFFECTS OF RIGHTEOUSNESS
QUIETNESS & ASSURANCE
FOREVER

Electrostatic Copy Made
for Preservation Purposes

7/19

THE WHITE HOUSE
WASHINGTON

Likud 38% Mapai 27%
Just peace & Arabs 63%
Peace unlikely 53% - 24
Give up some W. Bank ~~51-41~~
~~46-45~~
Palestinians deserve homeland 52-39
Homeland on W Bank & Jordan 43-49
Israel/PLO negotiate if PLO
will recognize its right to exist 45-45

Settlement poss. ble - security - phases
No plan - principles -

Principles: a) goal - comprehensive peace
b) Basis - 242 & 338
c) Define peace
d) Withdrawal - security - stages
e) Palestine entity

PLO Palestine. Protectorate
Saudi over flights
Torture

THE WHITE HOUSE
WASHINGTON

Begin = + Amb Lewis

- a) Egypt forces in South
- b) Lebanon - no territory / war
must support Christian - Sackis
- c) No surprises =

Ethiopia = Attack by Arabs
Mengistu → Begin - Help!

"Tortured" vs "Deported"

1939 "White Paper - Palestine
2/3 Arab - 1/3 Jews

1920 Jerusalem Pogrom

21 Taffa "

29 Nationwide "

4 1/2 yrs Jew/Arab vs Brit. Hain

11/30/47 - 5/48 Civil War

800,000 came in (Jews)

450,000 Arabs left Palestine

19 years - no peace to 1967

THE WHITE HOUSE

WASHINGTON

Sinai Campaign - 1957
PLO organ 1964

Wm Knowland - Speaker Mc Connack

6 day war - self defence
Victory = salvation

Eretz Israel

Convene
→ Mixed Commission - 3
→ Peace treaties
 { Terminate war
 Boundaries
 Diplomatic
 Econ

Rotating chairmanships

→ Reconvene

PLO -

alt US convene 3 commissions
alt Proxy, talks - NYC

THE WHITE HOUSE /
WASHINGTON

Palestine Arabs / Jordan OK

Mult Nat on Palestine /

Refuge

To work?

Electrostatic Copy Made
for Preservation Purposes

*filed
7/19*

THE WHITE HOUSE
WASHINGTON

Zbig:

As Fran Voorde has already
replied to the invitation
(attached) another letter
from the President is
probably not appropriate.

Frank will keep a copy of
your memo in her file,
and a scheduling decision
will be made closer to
December.

Rick Hutcheson

Date: July 16, 1977

MEMORANDUM

FOR ACTION:

Tim Kraft
Fran Voorde

FOR INFORMATION:

FROM: Rick Hutcheson, Staff Secretary

SUBJECT:

Z. Brzezinski memo 7/16/77 re:
The Roger Baldwin International
Human Rights AwardYOUR RESPONSE MUST BE DELIVERED
TO THE STAFF SECRETARY BY:

TIME: 11 A.M.

DAY: TUESDAY

DATE: JULY 19

ACTION REQUESTED:

☒ Your comments

Other:

STAFF RESPONSE:

☐ I concur.☐ No comment.*Please note other comments below:***PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.**

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

THE WHITE HOUSE

WASHINGTON

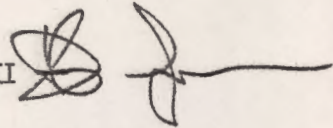
ACTION

July 16, 1977

MEMORANDUM FOR:

THE PRESIDENT

FROM:

ZBIGNIEW BRZEZINSKI 

SUBJECT:

The Roger Baldwin International
Human Rights Award

The president of the International League for Human Rights, Jerome Shestack, has written to invite you to accept the Roger Baldwin International Human Rights Award personally at a dinner to be held December 10, 1977, in New York City (Tab B).

The ILHR is a highly respected organization with a prestigious membership. If you believe it opportune to make a public statement on international human rights in December, the ILHR would provide an excellent forum. If you should elect not to attend the dinner in New York, you could send a representative there to accept the award in your name. A proposed reply is attached at Tab A.

RECOMMENDATION:

That you sign the letter to Jerome Shestack.

THE WHITE HOUSE
WASHINGTON

To Jerome Shestack

It is with a great sense of pleasure that I accept the Roger Baldwin International Human Rights Award.

The excellent work of the International League for Human Rights is well known and the cooperation it has given to this Administration in our endeavors to promote increased international respect for human rights is much appreciated.

I am unsure whether my schedule will permit me to be present in New York December 10 to accept the Award personally. If I cannot, I will be represented at the dinner. We will be back in touch with you as soon as my schedule for December is somewhat clearer.

Sincerely,

Mr. Jerome J. Shestack
President, The International
League for Human Rights
777 United Nations Plaza
New York, New York 10017



The International League for Human Rights

(formerly The International League for the Rights of Man)

777 United Nations Plaza
New York, N.Y. 10017
Tel. (212) 972-9554
Cable HUMRIGHTS, N.Y.

National affiliates and
correspondents around the world

In consultative status with
United Nations, UNESCO, ILO,
Council of Europe

June 18, 1977

Honorary Presidents

Roger N. Baldwin
René Cassin (1887-1976)
Gunnar Myrdal

Honorary Vice-Presidents

Fenner Brockway
Jan Papanek
Andrei D. Sakharov

Board of Directors

President

Jerome J. Shestack

Vice-Presidents

Frances R. Grant
William vanden Heuvel

Secretary

Nina Ferrero Raditsa

Associate Secretary

Bruce Rabb

Treasurer

Maxwell Dane

Associate Treasurers

Jack David
Barbara L. Greenfield

Morris B. Abram
Richard Arens
Patricia Barnes
Robert L. Bernstein
William J. Butler
David Carliner
Valery Chalidze
Eugenio Chang-Rodriguez
Msgr. John G. Clancy
Gloster B. Current
Samuel Dash
Richard N. Gardner
Bryant George
Jack Greenberg
Felix Gross
Rita Hauser
Dorothy Hibbert
Philip Hoffman
John P. Humphrey
Florence Kandell
Sylvia Kaye
Jerzy Kosinski
Sidney Liskofsky
James Loeb
Suzanne Massie
Charles Maynes
Benjamin F. McLaurin
Alva Myrdal
George Obiozor
Adamantia Pollis
Bogdan Raditsa
Andrei D. Sakharov
Harrison Salisbury
Alexander Salzman
Tony Smythe
Harris Wofford

Counsel

José A. Cabranes
Robert Delson
Sheldon Stewart
Executive Director
Roberta Cohen

The President of the
United States
The White House
Washington, D. C.

Dear Mr. President:

The International League for Human Rights is
delighted to advise you that you are the League's
unanimous choice as the first recipient of the Roger
Baldwin International Human Rights Award.

We salute your strong and courageous advocacy of
human rights and the many initiatives you have taken to
advance the dignity and freedom of peoples everywhere.

The League is planning to present this Award at a
dinner in New York City, on or about Human Rights Day,
December 10, 1977. We shall be most honored if you
would accept the Human Rights Award personally. The
Award is also a tribute to our founder and great cham-
pion of civil and human rights, Roger Baldwin, now in
his ninety-fourth year. (It has been remarked that
unpopular causes require not only stamina and persever-
ence, but also longevity!)

The Award Dinner will be an outstanding event
attended by human rights representatives from all over
the world, United Nations dignitaries, and human rights
supporters from the business and cultural communities.

By accepting this honor, Mr. President, you will
encourage all of those who work on behalf of human rights
in non-governmental and volunteer organizations.

We are proud to bestow this award upon you and look
forward enthusiastically to your being with us at the
Award Dinner on Human Rights Day.

Respectfully yours,

Jerome J. Shestack

Jerome J. Shestack
President, The International
League for Human Rights

International Advisory Committee

S.O. Adebo
Peter Archer
German Arciniegas
J. Jimenez de Arechaga
Luis Maria Boffi Boggero
Angie Brooks-Randolph
Rafael Caldera
O. Edmund Clubb

Canon L. John Collins
Fernand Dehousse
Hermann L. Desir
Gonzalo Facio
Nasrollah S. Fatemi
Per Federspiel
José Figueres
Georges Fischer

Donald Harrington
V.R. Haya de la Torre
Theodore M. Hesburgh
Philip C. Jessup
Victoria Kent
C.N. Ahmad Khan
Edward Kline
Jean-Flavien Lalive

Arthur Larson
Pavel Litvinov
Benjamin Laureano Luna
Sean MacBride
Ronald St. John Macdonald
Salvador de Madariaga
Charles Malik
Luis Muñoz Marín

Alan Paton
Giorgio La Pira
José Portuondo y de Castro
Victor Reuther
Lord Ritchie-Calder
Luis Alberto Sanchez
Walter Schuppich
Egon Schwellb

J.J. Singh
Mario Soares
Julius Stone
Stefan Trechs
Marietta Tree
Barend van N
Theodor Veit
Basil Vlaviani
Song Hi Yim

THE WHITE HOUSE

WASHINGTON

Date: July 16, 1977

MEMORANDUM

FOR ACTION:

Tim Kraft
Fran Voorde

FOR INFORMATION:

FROM: Rick Hutcheson, Staff Secretary

SUBJECT:

Z. Brzezinski memo 7/16/77 re:
The Roger Baldwin International
Human Rights Award

YOUR RESPONSE MUST BE DELIVERED
TO THE STAFF SECRETARY BY:

TIME: 11 A.M.
DAY: TUESDAY
DATE: JULY 19

ACTION REQUESTED:

☒ Your comments

Other:

STAFF RESPONSE:

☐ I concur.

☐ No comment.

Please note other comments below:

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

Date: July 16, 1977

MEMORANDUM

FOR ACTION:

Tim Kraft
Fran Voorde

FOR INFORMATION:

FROM: Rick Hutcheson, Staff Secretary

SUBJECT:

Z. Brzezinski memo 7/16/77 re:
The Roger Baldwin International
Human Rights Award

YOUR RESPONSE MUST BE DELIVERED
TO THE STAFF SECRETARY BY:

TIME: 11 A.M.
DAY: TUESDAY
DATE: JULY 19

ACTION REQUESTED:

☒ Your comments

Other:

STAFF RESPONSE:

☐ I concur.

☐ No comment.

Please note other comments below:

7/18

Rick -
I have already written to
Jerry Shustack ^(copy attached) I don't think
another letter from P is needed.
My letter gives us either option
Zbig suggests w/ decision to be
made much nearer date. I've
kept copy of Zbig's input to have for
later consideration

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

Thanks
Fran

THE WHITE HOUSE

WASHINGTON

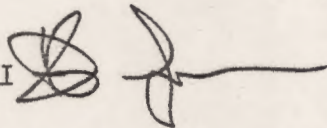
ACTION

July 16, 1977

MEMORANDUM FOR:

THE PRESIDENT

FROM:

ZBIGNIEW BRZEZINSKI 

SUBJECT:

The Roger Baldwin International
Human Rights Award

The president of the International League for Human Rights, Jerome Shestack, has written to invite you to accept the Roger Baldwin International Human Rights Award personally at a dinner to be held December 10, 1977, in New York City (Tab B).

The ILHR is a highly respected organization with a prestigious membership. If you believe it opportune to make a public statement on international human rights in December, the ILHR would provide an excellent forum. If you should elect not to attend the dinner in New York, you could send a representative there to accept the award in your name. A proposed reply is attached at Tab A.

RECOMMENDATION:

That you sign the letter to Jerome Shestack.

THE WHITE HOUSE
WASHINGTON

To Jerome Shestack

It is with a great sense of pleasure that I accept the Roger Baldwin International Human Rights Award.

The excellent work of the International League for Human Rights is well known and the cooperation it has given to this Administration in our endeavors to promote increased international respect for human rights is much appreciated.

I am unsure whether my schedule will permit me to be present in New York December 10 to accept the Award personally. If I cannot, I will be represented at the dinner. We will be back in touch with you as soon as my schedule for December is somewhat clearer.

Sincerely,

Mr. Jerome J. Shestack
President, The International
League for Human Rights
777 United Nations Plaza
New York, New York 10017



The International League for Human Rights

(formerly The International League for the Rights of Man)

777 United Nations Plaza

New York, N.Y. 10017

Tel. (212) 972-9554

Cable HUMRIGHTS, N.Y.

National affiliates and
correspondents around the world

In consultative status with
United Nations, UNESCO, ILO,
Council of Europe

June 18, 1977

Honorary Presidents

Roger N. Baldwin
René Cassin (1887-1976)
Gunnar Myrdal

Honorary Vice-Presidents

Fenner Brockway
Jan Papanek
Andrei D. Sakharov

Board of Directors

President

Jerome J. Shestack

Vice-Presidents

Frances R. Grant
William vanden Heuvel

Secretary

Nina Ferrero Raditsa

Associate Secretary

Bruce Rabb

Treasurer

Maxwell Dane

Associate Treasurers

Jack David

Barbara L. Greenfield

Morris B. Abram

Richard Arens

Patricia Barnes

Robert L. Bernstein

William J. Butler

David Carliner

Valery Chalidze

Eugenio Chang-Rodriguez

Msgr. John G. Clancy

Gloster B. Current

Samuel Dash

Richard N. Gardner

Bryant George

Jack Greenberg

Feliks Gross

Rita Hauser

Dorothy Hibbert

Philip Hoffman

John P. Humphrey

Florence Kandell

Sylvia Kaye

Jerzy Kosinski

Sidney Liskofsky

James Loeb

Suzanne Massie

Charles Maynes

Benjamin F. McLaurin

Alva Myrdal

George Obiozor

Adamantia Pollis

Bogdan Raditsa

Andrei D. Sakharov

Harrison Salisbury

Alexander Salzman

Tony Smythe

Harris Wofford

Counsel

José A. Cabranes

Robert Delson

Sheldon Stewart

Executive Director

Roberta Cohen

The President of the
United States

The White House
Washington, D. C.

Dear Mr. President:

The International League for Human Rights is
delighted to advise you that you are the League's
unanimous choice as the first recipient of the Roger
Baldwin International Human Rights Award.

We salute your strong and courageous advocacy of
human rights and the many initiatives you have taken to
advance the dignity and freedom of peoples everywhere.

The League is planning to present this Award at a
dinner in New York City, on or about Human Rights Day,
December 10, 1977. We shall be most honored if you
would accept the Human Rights Award personally. The
Award is also a tribute to our founder and great cham-
pion of civil and human rights, Roger Baldwin, now in
his ninety-fourth year. (It has been remarked that
unpopular causes require not only stamina and persever-
ence, but also longevity!)

The Award Dinner will be an outstanding event
attended by human rights representatives from all over
the world, United Nations dignitaries, and human rights
supporters from the business and cultural communities.

By accepting this honor, Mr. President, you will
encourage all of those who work on behalf of human rights
in non-governmental and volunteer organizations.

We are proud to bestow this award upon you and look
forward enthusiastically to your being with us at the
Award Dinner on Human Rights Day.

Respectfully yours,

Jerome J. Shestack

Jerome J. Shestack

President, The International
League for Human Rights

International Advisory Committee

S.O. Adebó
Peter Archer
German Arciniegas
J. Jimenez de Arechaga
Luis Maria Boffi Boggero
Angie Brooks-Randolph
Rafael Caldera
O. Edmund Clubb

Canon L. John Collins
Fernand Dehousse
Hermann L. Desir
Gonzalo Facio
Nasrollah S. Fatemi
Per Federspiel
José Figueres
Georges Fischer

Donald Harrington
V.R. Haya de la Torre
Theodore M. Hesburgh
Philip C. Jessup
Victoria Kent
C.N. Ahmad Khan
Edward Kline
Jean-Flavien Lalive

Arthur Larson
Pavel Litvinov
Benjamin Laureano Luna
Sean MacBride
Ronald St. John Macdonald
Salvador de Madariaga
Charles Malik
Luis Muñoz Marín

Alan Paton
Giorgio La Pira
José Portuondo y de Castro
Victor Reuther
Lord Ritchie-Calder
Luis Alberto Sanchez
Walter Schuppich
Egon Schwelb

J.J. Singh
Mario Soares
Julius Stone
Stefan Trechsel
Marietta Tree
Barend van N.
Theodor Veit
Basil Vliavian
Seong-Hi Yim

Date: July 16, 1977

MEMORANDUM

FOR ACTION:

Tim Kraft
Fran Voorde

FOR INFORMATION:

FROM: Rick Hutcheson, Staff Secretary

SUBJECT:

Z. Brzezinski memo 7/16/77 re:
The Roger Baldwin International
Human Rights Award

YOUR RESPONSE MUST BE DELIVERED
TO THE STAFF SECRETARY BY:

TIME: 11 A.M.
DAY: TUESDAY
DATE: JULY 19

ACTION REQUESTED:

☒ Your comments

Other:

The letter leaves the possibility of his attending too open (or promising). It is almost certain that he will not attend the dinner; so why not put a little more emphasis on regrets and the fact that a distinguished representative

STAFF RESPONSE:

☐ I concur.

☐ No comment.

Please note other comments below:

will accept the reward on the President's behalf.

TK

TH

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

THE WHITE HOUSE

WASHINGTON

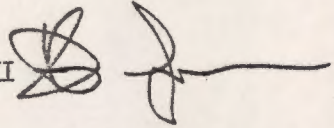
ACTION

July 16, 1977

MEMORANDUM FOR:

THE PRESIDENT

FROM:

ZBIGNIEW BRZEZINSKI 

SUBJECT:

The Roger Baldwin International
Human Rights Award

The president of the International League for Human Rights, Jerome Shestack, has written to invite you to accept the Roger Baldwin International Human Rights Award personally at a dinner to be held December 10, 1977, in New York City (Tab B).

The ILHR is a highly respected organization with a prestigious membership. If you believe it opportune to make a public statement on international human rights in December, the ILHR would provide an excellent forum. If you should elect not to attend the dinner in New York, you could send a representative there to accept the award in your name. A proposed reply is attached at Tab A.

RECOMMENDATION:

That you sign the letter to Jerome Shestack.

THE WHITE HOUSE
WASHINGTON

To Jerome Shestack

It is with a great sense of pleasure that I accept the Roger Baldwin International Human Rights Award.

The excellent work of the International League for Human Rights is well known and the cooperation it has given to this Administration in our endeavors to promote increased international respect for human rights is much appreciated.

I am unsure whether my schedule will permit me to be present in New York December 10 to accept the Award personally. If I cannot, I will be represented at the dinner. We will be back in touch with you as soon as my schedule for December is somewhat clearer.

Sincerely,

Mr. Jerome J. Shestack
President, The International
League for Human Rights
777 United Nations Plaza
New York, New York 10017



The International League for Human Rights

(formerly The International League for the Rights of Man)

777 United Nations Plaza

New York, N.Y. 10017

Tel. (212) 972-9554

Cable HUMRIGHTS, N.Y.

National affiliates
correspondents around the world

In consultative status with
United Nations, UNESCO, ILO
Council of Europe

June 18, 1977

Honorary Presidents

Roger N. Baldwin
René Cassin (1887-1976)
Gunnar Myrdal

Honorary Vice-Presidents

Fenner Brockway
Jan Papanek
Andrei D. Sakharov

Board of Directors

President

Jerome J. Shestack

Vice-Presidents

Frances R. Grant
William vanden Heuvel
Secretary

Nina Ferrero Raditsa

Associate Secretary

Bruce Rabb

Treasurer

Maxwell Dane

Associate Treasurers

Jack David

Barbara L. Greenfield

Morris B. Abram
Richard Arens
Patricia Barnes
Robert L. Bernstein
William J. Butler
David Carliner
Valery Chalidze
Eugenio Chang-Rodriguez
Msgr. John G. Clancy
Gloster B. Current
Samuel Dash
Richard N. Gardner
Bryant George
Jack Greenberg
Felix Gross
Rita Hauser
Dorothy Hibbert
Philip Hoffman
John P. Humphrey
Florence Kandell
Sylvia Kaye
Jerzy Kosinski
Sidney Liskofsky
James Loeb
Suzanne Massie
Charles Maynes
Benjamin F. McLaurin
Alva Myrdal
George Obiozor
Adamantia Pollis
Bogdan Raditsa
Andrei D. Sakharov
Harrison Salisbury
Alexander Salzman
Tony Smythe
Harris Wofford

Counsel

José A. Cabranes
Robert Delson
Sheldon Stewart
Executive Director
Roberta Cohen

The President of the
United States
The White House
Washington, D. C.

Dear Mr. President:

The International League for Human Rights is delighted to advise you that you are the League's unanimous choice as the first recipient of the Roger Baldwin International Human Rights Award.

We salute your strong and courageous advocacy of human rights and the many initiatives you have taken to advance the dignity and freedom of peoples everywhere.

The League is planning to present this Award at a dinner in New York City, on or about Human Rights Day, December 10, 1977. We shall be most honored if you would accept the Human Rights Award personally. The Award is also a tribute to our founder and great champion of civil and human rights, Roger Baldwin, now in his ninety-fourth year. (It has been remarked that unpopular causes require not only stamina and perseverance, but also longevity!)

The Award Dinner will be an outstanding event attended by human rights representatives from all over the world, United Nations dignitaries, and human rights supporters from the business and cultural communities.

By accepting this honor, Mr. President, you will encourage all of those who work on behalf of human rights in non-governmental and volunteer organizations.

We are proud to bestow this award upon you and look forward enthusiastically to your being with us at the Award Dinner on Human Rights Day.

Respectfully yours,

Jerome J. Shestack

Jerome J. Shestack
President, The International
League for Human Rights

International Advisory Committee

S.O. Adebo
Peter Archer
German Arciniegas
J. Jimenez de Arechaga
Luis Maria Boffi Boggero
Angie Brooks-Randolph
Rafael Caldera
O. Edmund Clubb

Canon L. John Collins
Fernand Dehousse
Hermann L. Desir
Gonzalo Facio
Nasrollah S. Fatemi
Per Federspiel
José Figueres
Georges Fischer

Donald Harrington
V.R. Haya de la Torre
Theodore M. Hesburgh
Philip C. Jessup
Victoria Kent
C.N. Ahmad Khan
Edward Kline
Jean-Flavien Lalive

Arthur Larson
Pavel Litvinov
Benjamin Laureano Luna
Sean MacBride
Ronald St. John Macdonald
Salvador de Madariaga
Charles Malik
Luis Muñoz Marín

Alan Paton
Giorgio La Pira
José Portuondo y de Castro
Victor Reuther
Lord Ritchie-Calder
Luis Alberto Sanchez
Walter Schuppich
Egon Schwelb

J.J. Singh
Mario Soares
Julius Stone
Stefan Trech
Marietta Tree
Barend van t
Theodor Veit
Basil Viavian
Seong Hi Yir

THE WHITE HOUSE
WASHINGTON

file
Pres said ok
145 has been
informed

July 19, 1977

TO: PRESIDENT CARTER
FROM: HAMILTON JORDAN *H.J.*
RE: POSSIBLE MEETING WITH PAT HARRIS

I recently had lunch with Pat Harris to talk about politics and her own department. As we talked, I gained the clear impression that she lacked the Presidential support and direction she needs from you to do an effective job.

She has been in office for six months and has yet to meet with you privately to discuss housing and/or urban problems. My own sense is that she has assembled a good team and learned a lot about her department and housing in a short period of time.

She is not bashful as you know, but she has been reluctant so far to ask you to spend personal time with her talking about long range goals and policies. Given the small amount of time you have spent to date with her, I would strongly recommend that you honor her request for an hour meeting to review housing policy and goals.

*Mr. President:
a meeting time is on
attached schedule draft —
TH*



DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, D. C. 20410

THE SECRETARY

JUL 13 1977

Dear Mr. President:

As you know, I have been concerned since my arrival here at HUD with improving the efficiency with which HUD's programs are delivered to the public and charting new directions for the Administration in the fields of housing and urban development. Although I am loathe to cut into the already heavy demands on your calendar, I would very much like to bring over Under Secretary Janis, as well as Assistant Secretary for Housing Simons and Assistant Secretary for Community Planning and Development Embry, to meet with you and discuss the progress we have made during our first six months and the state of the Department.

I hope that you will be able to devote an hour to such a meeting and I am certain you will find the meeting quite informative.

Respectfully yours,

A handwritten signature in dark ink, appearing to read "Pat", is written over the typed name.

Patricia Roberts Harris

The President
The White House
Washington, D.C. 20501

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

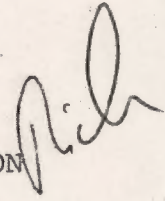
ACTION

19 July 1977

TO:

FRANK PRESS

FROM:

RICK HUTCHESON 

SUBJECT:

Your Attached Memo on Clinch River

As you made this point orally to the President on Monday, I suggest that the memo doesn't need to go in.

Schlesinger comments that he doubts Teague misunderstands although many congressmen undoubtedly do. He says his staff is stressing the points you make. As the CRBR vote is scheduled for after the August recess, he suggests that the President comment on this at a time closer to the vote.

Please let me know if you still wish your memo to go in at this time. Thanks.

THE WHITE HOUSE

WASHINGTON

Date: July 15, 1977

MEMORANDUM

FOR ACTION:

Stu Eizenstat - *attached*

Frank Moore - *concur - strong restaurant of the Adams frontroom separately needed*

Jim Schlesinger wants to ask the President to comment on a team closer to the role (attached)

FOR INFORMATION:

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Press' memo dated 7/15/77 re Clinch River Breeder.

YOUR RESPONSE MUST BE DELIVERED
TO THE STAFF SECRETARY BY:

TIME: 12:00 NOON

DAY: Monday

DATE: July 18, 1977

ACTION REQUESTED:

☒ Your comments

Other:

STAFF RESPONSE:

☐ I concur.

☐ No comment.

Please note other comments below:

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required

THE WHITE HOUSE

WASHINGTON

Date: July 15, 1977

MEMORANDUM

FOR ACTION:

Stu Eizenstat
Frank Moore
Jim Schlesinger

FOR INFORMATION:

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Press' memo dated 7/15/77 re Clinch River Breeder.

YOUR RESPONSE MUST BE DELIVERED
TO THE STAFF SECRETARY BY:

TIME: 12:00 NOON

DAY: Monday

DATE: July 18, 1977

ACTION REQUESTED:

☒ Your comments

Other:

STAFF RESPONSE:

☐ I concur.

☐ No comment.

Please note other comments below:

Although I doubt Teague misunderstands, I agree many Congressmen do, partly because some CRBR proponents have chosen to demagogue the issue. My staff and I are stressing the points Frank Press mentions and we have made some progress. The CRBR vote is now scheduled for after the August recess. I will ask the President to comment on this at a time closer to the vote.

85

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required

JA-475

THE WHITE HOUSE

WASHINGTON

July 15, 1977

MEMORANDUM TO THE PRESIDENT

FROM: Frank Press *FP*

SUBJECT: Clinch River Breeder

I received a call on July 14 from Congressman Teague, Chairman of the Science and Technology Committee, apologizing that he would have to vote in favor of the Clinch River Breeder. During our conversation it became clear that he did not appreciate that you viewed the cancellation of the CRBR not as a definitive decision against breeders, but as a halt in commercialization of this particular breeder technology and an opportunity to restructure the breeder program. I told him these things and also that you felt we had time enough to avoid undue haste in the breeder program. When I finished he suggested that you should state this publicly. A clear restatement of your April 7 message on nuclear power policy and a reminder that \$450M remains in your budget for continuing breeder development could be important in the House vote.

Clearly, Jim Schlesinger would know how best to make these points if you do wish to proceed along the above lines.

THE WHITE HOUSE

WASHINGTON

Date: July 15, 1977

MEMORANDUM

FOR ACTION:

Stu Eizenstat
Frank Moore
Jim Schlesinger

FOR INFORMATION:

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Press' memo dated 7/15/77 re Clinch River Breeder.

YOUR RESPONSE MUST BE DELIVERED
TO THE STAFF SECRETARY BY:

TIME: 12:00 NOON

DAY: Monday

DATE: July 18, 1977

ACTION REQUESTED:

☒ Your comments

Other:

STAFF RESPONSE:

☐ I concur.

☐ No comment.

Please note other comments below:

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required

THE WHITE HOUSE

WASHINGTON

July 15, 1977

MEMORANDUM TO THE PRESIDENT

FROM: Frank Press *FP*

SUBJECT: Clinch River Breeder

I received a call on July 14 from Congressman Teague, Chairman of the Science and Technology Committee, apologizing that he would have to vote in favor of the Clinch River Breeder. During our conversation it became clear that he did not appreciate that you viewed the cancellation of the CRBR not as a definitive decision against breeders, but as a halt in commercialization of this particular breeder technology and an opportunity to restructure the breeder program. I told him these things and also that you felt we had time enough to avoid undue haste in the breeder program. When I finished he suggested that you should state this publicly. A clear restatement of your April 7 message on nuclear power policy and a reminder that \$450M remains in your budget for continuing breeder development could be important in the House vote.

Clearly, Jim Schlesinger would know how best to make these points if you do wish to proceed along the above lines.

THE WHITE HOUSE
WASHINGTON

Mr. President:

Schlesinger doubts Teague's misunderstanding, partly because some CRBR proponents have chosen to "demagogue" the issue. He and his staff are stressing the points made by F. Press and are making some progress. The CRBR vote is now scheduled after the August recess and Schlesinger will ask you to comment on it at a time closer to the vote.

Eizenstat comments that the Teague misunderstanding over CRBR is common in Congress. To clear things up, letters to Congress from F. Press and Schlesinger are being drafted. Stu will also seek to send a letter from you. Further, if an appropriate opportunity arises, he will suggest that you make a public statement on Clinch River, and the breeder research and development program generally, as Teague's misperception is shared widely by the public.

Frank Moore concurs, stating that a strong restatement of the Administration position on CRBR is desperately needed.

Rick (wds)

THE WHITE HOUSE

WASHINGTON

July 18, 1977

MEMORANDUM FOR THE PRESIDENT

FROM

STU EIZENSTAT
KITTY SCHIRMER

Sh

SUBJECT

FRANK PRESS MEMO OF 7/15/77 ON CLINCH RIVER

Chairman Teague's misunderstanding of your breeder program recommendations, as reported by Frank Press, is a common misunderstanding in the Congress. We have spoken to a number of Congressmen who believe, incorrectly, that voting against Clinch River means voting against all U.S. breeder research and development.

To clear this up, letters to the Congress from Frank Press and Jim Schlesinger are being drafted. We will also seek to send a letter from you. If an appropriate opportunity arises, we will suggest that you make a public statement on Clinch River, and the breeder research and development program generally, since Mr. Teague's misperception is widely shared by the general public.

Before any statement is made, Frank Moore's opinion should be solicited.

THE WHITE HOUSE
WASHINGTON

July 19, 1977

Hamilton Jordan,

The attached was returned in
the President's outbox. It is
forwarded to you for appropriate
handling.

Rick Hutcheson

cc: Frank Moore

RE: NOMINATION OF IRBY TURNER

THE WHITE HOUSE
WASHINGTON

*includes 11/11/77
Eastland
J.D.*

ACTION
FYI

<input type="checkbox"/>	MONDALE
<input type="checkbox"/>	COSTANZA
<input type="checkbox"/>	EIZENSTAT
<input checked="" type="checkbox"/>	JORDAN
<input type="checkbox"/>	LIPSHUTZ
<input checked="" type="checkbox"/>	MOORE
<input type="checkbox"/>	POWELL
<input type="checkbox"/>	WATSON

<input type="checkbox"/>	ENROLLED BILL
<input type="checkbox"/>	AGENCY REPORT
<input type="checkbox"/>	CAB DECISION
<input type="checkbox"/>	EXECUTIVE ORDER

Comments due to
Carp/Huron within
48 hours; due to
Staff Secretary
next day

<input type="checkbox"/>	FOR STAFFING
<input type="checkbox"/>	FOR INFORMATION
<input checked="" type="checkbox"/>	FROM PRESIDENT'S OUTBOX
<input type="checkbox"/>	LOG IN/TO PRESIDENT TODAY
<input type="checkbox"/>	IMMEDIATE TURNAROUND

<input type="checkbox"/>	ARAGON
<input type="checkbox"/>	BOURNE
<input type="checkbox"/>	BRZEZINSKI
<input type="checkbox"/>	BUTLER
<input type="checkbox"/>	CARP
<input type="checkbox"/>	H. CARTER
<input type="checkbox"/>	CLOUGH
<input type="checkbox"/>	FALLOWS
<input type="checkbox"/>	FIRST LADY
<input type="checkbox"/>	GAMMILL
<input type="checkbox"/>	HARDEN
<input type="checkbox"/>	HOYT
<input type="checkbox"/>	HUTCHESON
<input type="checkbox"/>	JAGODA
<input checked="" type="checkbox"/>	KING

<input type="checkbox"/>	KRAFT
<input type="checkbox"/>	LANCE
<input type="checkbox"/>	LINDER
<input type="checkbox"/>	MITCHELL
<input type="checkbox"/>	POSTON
<input type="checkbox"/>	PRESS
<input type="checkbox"/>	B. RAINWATER
<input type="checkbox"/>	SCHLESINGER
<input type="checkbox"/>	SCHNEIDERS
<input type="checkbox"/>	SCHULTZE
<input type="checkbox"/>	SIEGEL
<input type="checkbox"/>	SMITH
<input type="checkbox"/>	STRAUSS
<input type="checkbox"/>	WELLS
<input type="checkbox"/>	VOORDE

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

July 18, 1977

MEMORANDUM FOR THE PRESIDENT

FROM: HAMILTON JORDAN *HJ.*

SUBJECT: Corporation for Public Broadcasting Nominee

You selected three nominees for this part-time Board in March. They have not been announced pending completion of our conflict-of-interest checks.

One of the nominees--Newton Minow--is unwilling to provide the full financial disclosure that Senator Hollings is requiring (because it would require detailed listings of his law firm's internal and client financial arrangement). He has told us he wants to withdraw. The other two nominees (Sharon Rockefeller and Gillian Sorenson) are willing to disclose.

Attached is a memorandum to you of last March from Frank Moore and me concerning Senator Eastland and his candidate for the CPB, Irby Turner, Jr.

As a result of our conversation with you, Frank called Senator Eastland and assured him that Irby Turner would be considered for the next vacancy on the Board (which at that time we thought would be March of 1978). We are now faced with the fact that the Senator knows that we have a vacancy available now. We can either offer the Newton Minow spot to Irby Turner or develop a new set of candidates.

Frank Moore strongly recommends we appoint Turner and that you tell Eastland of your decision during the trip on Thursday. I concur with Frank's recommendation.

APPROVE TURNER ✓

Develop Other Names *J*

Attachment

Electrostatic Copy Made
for Preservation Purposes

THE PRESIDENT HAS SEEN

THE WHITE HOUSE

WASHINGTON

March 26, 1977

MEMORANDUM FOR THE PRESIDENT

FROM: FRANK MOORE
HAMILTON JORDAN

Senator James Eastland is very hurt that his candidate for the Corporation of Public Broadcasting, Irby Turner, Jr., was not appointed. He gave Frank a hand-written note and talked to him a number of times about it. He made it quite clear that the TVA appointment, the Agriculture appointment and nothing else meant as much to him and that this was his only personal request to you. He indicated that he voted for Warnke twice because you asked him, and it was certainly an unpopular thing to do in Mississippi. ||

In looking down the road at the Panama Canal Treaty, SALT agreements, and other things, Eastland, Stennis, McClellan, Randolph and Sparkman fall into a special category, and you are the only person who can persuade them to do things that their personal philosophy or constituency indicate they not do. No amount of direct mail, persuasion by other Senators, or constituency pressure can turn them once their minds are made up but you can because of their great respect for your office.

Eastland has been--and will continue to be--very helpful to Griffin Bell in the merit selection of judges. The Judiciary Committee is now so evenly balanced, liberal and conservative, it takes an Eastland to bring along a few Strom Thurmond types on a liberal appointment or issue.

Our recommendation is for you to call Senator Eastland and tell him that other appointments for the Corporation of Public Broadcasting will come up in March of next year (specifically March 26, 1978--2 Democrats and one Republican vacancy), and you can personally assure him that Mr. Turner will receive the highest consideration at that time. Frank will also talk to him and give him a "promise" of the next appointment for Turner, but your call would be most effective. In addition, there are presently two vacancies on another

Handwritten:
Horn ck
Frank Eastland Wed
or Thursday
J

Board, the Communications Satellite Corporation (COMSAT), in which Irby Turner might be interested. During the conversation with Senator Eastland, if you decide to make it, you might want to mention the COMSAT Board and offer to appoint Turner to that. You have the power to appoint three members of the twelve who serve. COMSAT is the non-for-profit corporation established under an Act of Congress to operate satellite communications. Recommendations for filling the vacancies available will be coming to you shortly, but, in the meantime, this may be something you could offer Eastland for Turner which would "soothe" his (Eastland's) hurt feelings.

01021966
IRBY TURNER, JR.

ATTORNEY AT LAW

204 HAYDEN STREET

BELZONI, MISSISSIPPI

39038

P. O. BOX 519

PHONE 247-23

December 17, 1976

Congressman David R. Bowen
House Office Building
Washington, D.C. 20510

Dear Congressman:

I appreciate so much your returning my call today, as well as the support you indicated you would give me in recommending me to President-Elect Carter for an appointment as a member of the Corporation for Public Broadcasting.

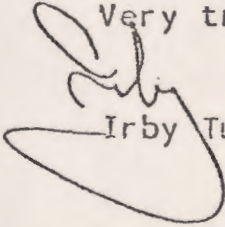
I served on the Mississippi Authority for Educational Television from December, 1970, until June 1, 1976, and from 1972 until 1976 was Chairman of that Board. I also served on a national board of lay Chairmen of public television licensees in 1972-1973; and then became a member of the Board of Governors of the Public Broadcasting Service when it was reorganized in March, 1973, and served on that board (as well as on the Executive Committee of PB until February, 1976, when I resigned because the end of my term on the State board had arrived. Thus I have had experience in the area and am interested in it. I am enclosing a resume which contains this as well as other information you might desire.

As I told you Senator Eastland is going to submit my name to the President-Elect for this nomination, and I believe you indicated that you would have your staff coordinate your efforts with his office.

I do appreciate your help in this so very much, as well as the job you continue to do for the State in Washington.

Thanking you again and wishing you a very happy Christmas season
am

Very truly yours,


Irby Turner, Jr.

IT:br

RESUME

IRBY TURNER, JR.

BELZONI, MISSISSIPPI

Born May 7, 1932; B.A., Millsaps College; Washington Semester, American University; University of Mississippi Law School, LL.B.; U. S. Army, 1955-1957; Attorney at Law, general practice, (1957-date); City Attorney, Belzoni, Mississippi, 1959-date; Trust Officer, Citizens Bank and Trust Company; Presbyterian (Deacon); Rotary Club (President 1970-1971); Mason (P.M.); Scottish Rite Mason; Delta Council (formerly both Vice President and Director); Chapter Chairman, Humphreys County, American Red Cross; Mississippi Bar Association; American Bar Association; Mississippi Economic Council (Former Director); Director, Belzoni Investment Company; Director, Belzoni Oil Works, Inc.; Director, Lower Yazoo River Basin District; formerly on Executive Board, Delta Area Council, Boy Scouts of America; elected to and served in Mississippi House of Representatives, 1960-1968 (member House Education Committee, 8 years; Ways and Means Committee, 8 years; Constitution Committee, 8 years on Committee, 4 as Chairman; Judiciary "A" Committee, 8 years; Joint Legislative Highway Planning Committee, 1960-1962). Member of Colonel's Staff, Governor John Bell Williams and Governor William L. Waller; married Claudice Hollingsworth; children: Pamela Ann, Irby III, Paul Bruce, and Richard Edward.

Served as Director, Mississippi Authority for Educational Television 1970-1976 (Chairman of Board, 1972-1976); Member, Chairman's Coordinating Committee (Public Television) 1972-1973; Member, Negotiating Team, Chairman's Committee and CPB, 1973; Member, Board of Governors, P.B.S., 1973-1976, (served on Executive Board, P.B.S., 1973-1976, served as Chairman, Member Services Committee, P.B.S., 1974; served as Chairman, Special Educative Services Committee, P.B.S., 1974).

Named as Alternate Delegate, Democratic Convention, 1964 by Mississippi Regular Democratic Party; named as Delegate, Democratic Convention, by Mississippi Regular Democratic Party.
Member, Carter Steering Committee, Mississippi, 1976.

THE WHITE HOUSE
WASHINGTON

Hand delivered
by Frank Moore

7-18-77

To Senator Eastland

Pending conflict of
interest investigation, I
intend to appoint Iroy
Turner as a member
of the Corporation for
Public Broadcasting. You
may notify him privately.
Public announcement will
be made later.

Respectfully, Jimmy Carter

THE WHITE HOUSE
WASHINGTON

Hand delivered
by Frank Moore

7-18-77

To Senator Eastland

Pending Conflict of
interest investigation, I
intend to appoint Irby
Turner as a member
of the Corporation for
Public Broadcasting. You
may notify him privately.
Public announcement will
be made later.

Respectfully, Jimmy Carter

THE WHITE HOUSE
WASHINGTON

Hand delivered
by Frank Moore

7-18-77

To Senator Eastland

Pending conflict of
interest investigation, I
intend to appoint Irby
Turner as a member
of the Corporation for
Public Broadcasting. You
may notify him privately.
Public announcement will
be made later.

Respectfully, Jimmy Carter

THE WHITE HOUSE
WASHINGTON

July 19, 1977

Bert Lance-

The attached was returned
in the President's outbox
today and is forwarded to you
for your information. The
original signed copy has been
forwarded to Bob Linder for
appropriate handling.

Rick Hutcheson

cc: Bob Linder

RE: 14th 1977 Message under the
Impoundment Control Act of
1974

log 5/15
13.

X

THE WHITE HOUSE
WASHINGTON

ACTION	FYI		
		MONDALE	ENROLLED BILL
		COSTANZA	AGENCY REPORT
		EIZENSTAT	CAB DECISION
		JORDAN	EXECUTIVE ORDER
		LIPSHUTZ	Comments due to
		MOORE	Carp/Huron within
		POWELL	48 hours; due to
		WATSON	Staff Secretary
			next day

	FOR STAFFING
	FOR INFORMATION
✓	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

	ARAGON		KRAFT
	BOURNE	✓	LANCE
	BRZEZINSKI		LINDER
	BUTLER		MITCHELL
	CARP		POSTON
	H. CARTER		PRESS
	CLOUGH		B. RAINWATER
	FALLOWS		SCHLESINGER
	FIRST LADY		SCHNEIDERS
	GAMMILL		SCHULTZE
	HARDEN		SIEGEL
	HOYT		SMITH
	HUTCHESON		STRAUSS
	JAGODA		WELLS
	KING		VOORDE

THE PRESIDENT HAS SEEN.



EXECUTIVE OFFICE OF THE PRESIDENT

OFFICE OF MANAGEMENT AND BUDGET

WASHINGTON, D.C. 20503

July 14, 1977

MEMORANDUM FOR: THE PRESIDENT

FROM: Bert Lance

BL

SUBJECT: Fourteenth 1977 Special Message Under the
Impoundment Control Act of 1974

The fourteenth 1977 special message to the Congress under the Impoundment Control Act of 1974 is attached for your signature. The items in this special message are described below.

Rescission proposals

The two rescission proposals contained in this package can be described as follows:

- General Services Administration; Federal Buildings Fund, (Alterations and major repairs)--You originally agreed to recommend elimination of this unprecedented appropriation of \$125 million, based on a staff recommendation to proceed even though Congressman Steed's opposition was possible. Subsequent conversations with the Congressman indicate that he would oppose a \$125 million rescission, but could support one of \$75 million. Using \$50 million and rescinding \$75 million can be justified in the light of improved economic conditions since the February appropriation. The unrequested appropriation's major purpose was to create jobs and thus help stimulate the economy.
- International Security Assistance; Foreign Military Credit Sales--This rescission proposal--on which you have not already decided--consists of \$21.1 million in presently deferred funds. It has now been determined that these funds will not be needed to execute the program. The unneeded funds result from a shift in the financing of military credit sales away from direct loans to loan guarantees. No decrease in the program level would result from this rescission proposal. You approved another foreign military credit sales rescission which was enacted by Congress in March of this year.

Deferral

The deferral to be reported at this time is for \$12.5 million in 1978 operating funds for the Uniformed Services University of the Health Sciences within the Department of Defense. While the Congress provided these funds in 1977, it intends for them to be used in 1978. You also decided to report this deferral when you reviewed Congressional additions to the supplemental appropriations bill.

Recommendation

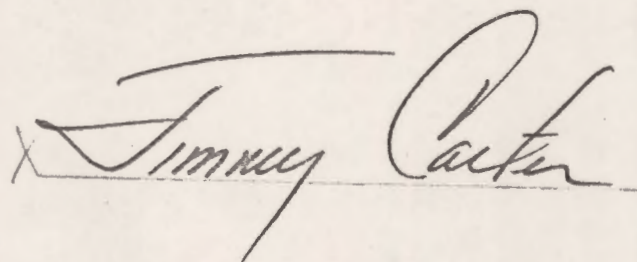
That the special message be transmitted to the Congress on Friday, July 15, 1977, if possible.

TO THE CONGRESS OF THE UNITED STATES:

In accordance with the Impoundment Control Act of 1974, I herewith propose two new rescissions totalling \$96.1 million in budget authority and report one new deferral of \$12.5 million in budget authority.

The rescission proposals pertain to the foreign military credit sales program and the General Services Administration's Federal Buildings Fund. The new deferral relates to the Department of Defense, Uniform Services University of the Health Sciences.

I urge the Congress to act favorably on the rescission proposals.

A handwritten signature in dark ink, reading "Jimmy Carter". The signature is written in a cursive style with a large, sweeping "J" and "C".

THE WHITE HOUSE,

THE WHITE HOUSE
WASHINGTON
July 19, 1977

Frank Moore

The attached was returned in
the President's outbox. It is
forwarded to you for appropriate
handling.

Rick Hutcheson

cc: Stu Eizenstat

RE: AMENDMENT TO PHASE-OUT THE
TIP CREDIT

THE WHITE HOUSE
WASHINGTON

ACTION	FYI
--------	-----

<input type="checkbox"/>	MONDALE
<input type="checkbox"/>	COSTANZA
<input checked="" type="checkbox"/>	EIZENSTAT
<input type="checkbox"/>	JORDAN
<input type="checkbox"/>	LIPSHUTZ
<input checked="" type="checkbox"/>	MOORE
<input type="checkbox"/>	POWELL
<input type="checkbox"/>	WATSON

<input type="checkbox"/>	ENROLLED BILL
<input type="checkbox"/>	AGENCY REPORT
<input type="checkbox"/>	CAB DECISION
<input type="checkbox"/>	EXECUTIVE ORDER

Comments due to
Carp/Huron within
48 hours; due to
Staff Secretary
next day

<input type="checkbox"/>	FOR STAFFING
<input type="checkbox"/>	FOR INFORMATION
<input checked="" type="checkbox"/>	FROM PRESIDENT'S OUTBOX
<input type="checkbox"/>	LOG IN/TO PRESIDENT TODAY
<input type="checkbox"/>	IMMEDIATE TURNAROUND

<input type="checkbox"/>	ARAGON
<input type="checkbox"/>	BOURNE
<input type="checkbox"/>	BRZEZINSKI
<input type="checkbox"/>	BUTLER
<input type="checkbox"/>	CARP
<input type="checkbox"/>	H. CARTER
<input type="checkbox"/>	CLOUGH
<input type="checkbox"/>	FALLOWS
<input type="checkbox"/>	FIRST LADY
<input type="checkbox"/>	GAMMILL
<input type="checkbox"/>	HARDEN
<input type="checkbox"/>	HOYT
<input type="checkbox"/>	HUTCHESON
<input type="checkbox"/>	JAGODA
<input type="checkbox"/>	KING

<input type="checkbox"/>	KRAFT
<input type="checkbox"/>	LANCE
<input type="checkbox"/>	LINDER
<input type="checkbox"/>	MITCHELL
<input type="checkbox"/>	POSTON
<input type="checkbox"/>	PRESS
<input type="checkbox"/>	B. RAINWATER
<input type="checkbox"/>	SCHLESINGER
<input type="checkbox"/>	SCHNEIDERS
<input type="checkbox"/>	SCHULTZE
<input type="checkbox"/>	SIEGEL
<input type="checkbox"/>	SMITH
<input type="checkbox"/>	STRAUSS
<input type="checkbox"/>	WELLS
<input type="checkbox"/>	VOORDE

~~THE~~ PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

July 18, 1977

MEMORANDUM FOR THE PRESIDENT

FROM: FRANK MOORE *FM*

On Tuesday, July 19, the full House Education and Labor Committee will adopt an amendment to phase-out the tip credit over a five year period.

We have been fighting this amendment at the Subcommittee level but there is no chance that we can prevent its adoption by the full Committee. Do you want us to continue to fight this amendment on the Floor?

YES ✓

NO _____

[Handwritten signature]

Electrostatic Copy Made
for Preservation Purposes

THE WHITE HOUSE
WASHINGTON

July 19, 1977

Stu Eizenstat -

The attached was returned in
the President's outbox today
and is forwarded to you for
your information.

The signed original is
forwarded to stripping for
appropriate handling.

Rick Hutcheson

cc: Stripping

RE: EUGENE DALTON LETTER

THE WHITE HOUSE
WASHINGTON

ACTION	FYI
<input type="checkbox"/>	MONDALE
<input type="checkbox"/>	COSTANZA
<input checked="" type="checkbox"/>	EIZENSTAT
<input type="checkbox"/>	JORDAN
<input type="checkbox"/>	LIPSHUTZ
<input type="checkbox"/>	MOORE
<input type="checkbox"/>	POWELL
<input type="checkbox"/>	WATSON

<input type="checkbox"/>	ENROLLED BILL
<input type="checkbox"/>	AGENCY REPORT
<input type="checkbox"/>	CAB DECISION
<input type="checkbox"/>	EXECUTIVE ORDER
	Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

<input type="checkbox"/>	FOR STAFFING
<input type="checkbox"/>	FOR INFORMATION
<input checked="" type="checkbox"/>	FROM PRESIDENT'S OUTBOX
<input type="checkbox"/>	LOG IN/TO PRESIDENT TODAY
<input type="checkbox"/>	IMMEDIATE TURNAROUND

<input type="checkbox"/>	ARAGON
<input type="checkbox"/>	BOURNE
<input type="checkbox"/>	BRZEZINSKI
<input type="checkbox"/>	BUTLER
<input type="checkbox"/>	CARP
<input type="checkbox"/>	H. CARTER
<input type="checkbox"/>	CLOUGH
<input type="checkbox"/>	FALLOWS
<input type="checkbox"/>	FIRST LADY
<input type="checkbox"/>	GAMMILL
<input type="checkbox"/>	HARDEN
<input type="checkbox"/>	HOYT
<input type="checkbox"/>	HUTCHESON
<input type="checkbox"/>	JAGODA
<input type="checkbox"/>	KING

<input type="checkbox"/>	KRAFT
<input type="checkbox"/>	LANCE
<input type="checkbox"/>	LINDER
<input type="checkbox"/>	MITCHELL
<input type="checkbox"/>	POSTON
<input type="checkbox"/>	PRESS
<input type="checkbox"/>	B. RAINWATER
<input type="checkbox"/>	SCHLESINGER
<input type="checkbox"/>	SCHNEIDERS
<input type="checkbox"/>	SCHULTZE
<input type="checkbox"/>	SIEGEL
<input type="checkbox"/>	SMITH
<input type="checkbox"/>	STRAUSS
<input type="checkbox"/>	WELLS
<input type="checkbox"/>	VOORDE

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

July 12, 1977

Shu
J

MEMORANDUM FOR: THE PRESIDENT

FROM: STU EIZENSTAT *Shu*
BOB MALSON *BM*

SUBJECT: COMMENTS ON A LETTER TO YOU FROM
EUGENE DALTON, PRESIDENT OF THE
NATIONAL LEAGUE OF POSTMASTERS
(The National League represents over
11,500 postmasters. Its larger
competitor, the National Association
of Postmasters represents over 24,000)

You asked me to comment on the attached letter to you from Mr. Dalton. The three page letter expresses his views on a broad range of postal issues. You will receive a memorandum from me on Friday which will set out in detail the postal issues I believe merit your attention. The major points of Mr. Dalton's letter and my comments are summarized below.

1. "We are of the opinion that the PMG should be appointed by the President of the United States and confirmed by the Senate, thereby making him accountable to someone for his actions, or inaction. We believe the Board of Governors should be abolished, thereby eliminating an expenditure of \$125,000 annually." (Paragraph 5)

"...86% (of the USPS annual budget) represents compensation for its employees. There must be some guidelines." (Paragraph 8)

COMMENT: The average salary of postal clerks and carriers surpasses \$17,300 per year. The collective bargaining agreement governing salaries and benefits for these workers expires July 20, 1978 -- one year from this week. Under present law that contract will be negotiated by the USPS management. If you support legislation returning the PMG to your control then the unions will be negotiating with your Administration and not with the independent Postal Service.

July 12, 1977

2. "Postal Service Headquarters in Washington, D.C. is extremely top heavy in highly paid personnel. This alone is causing much of the deficit we face in our Postal Service today. To follow your example with the Executive Branch of the Government, we feel a streamlining of the Postal Service should take place." (Paragraph 6)

COMMENT: The USPS has engaged in streamlining since its inception -- it has reduced the manpower level from 741,000 in 1971 to 657,000 today and the number of post offices has been reduced from over 70,000 in 1900 to about 30,000 today. The heart of the matter stems from the question of control and management. The USPS has reduced much of the middle management authority that postmasters and supervisors exercised during the life of the Post Office Department. The centralization of management and control reflects modern business techniques nationally. It is a fact that middle level management has borne much of the brunt of efficiency improvements.

3. "For too long, the philosophy of the Postal Service has been to close post offices in rural America to 'save money' instead of taking corrective measures to mandate the large mailers of this country to prepare their mailings in accordance with regulations to entitle them to receive a discount rate." (Paragraph 7)

COMMENT: Yesterday the Board of Governors approved the Postmaster General's recommendations creating new discount rates for mailers who save the USPS money by pre-sorting their mail according to new regulations. The discount rate now goes to the Postal Rate Commission for a hearing. I noted that you stated at the last press conference that the Commission makes its recommendations to Congress for approval. That is not the case although a number of Congressmen have sponsored legislation which would give the Congress the right to veto proposed rates.

Mr. Dalton expressed strong opposition to closing small rural post offices. There are two arguments against such closures. The first, and most important, is that they serve a far more important role in the life of the communities they serve than do their urban and suburban counterparts. Unfortunately, this fact of life does not appear to be quantifiable and the result is that they become prime candidates for elimination. The second argument against closing small post offices is that each closing eliminates one position as postmaster and the closing of each rural post office tends to reduce the membership of Mr. Dalton's organization by one.

When the Administration began six months ago, the USPS had planned to close and consolidate many small rural post offices (where salaries range from \$4,000 for part-time postmasters to \$18,000 for the upper end of the small post offices targeted for elimination). It appears that the emphasis has shifted somewhat and the USPS is looking toward greater conversion to "contract" post offices -- postal services sold in a local store. These contracts are often let for \$100 per month although in areas where the competition for the contract is keen, the Service will pay the selected store owner \$1 per year. The presence of the contract post office tends to be the best advertisement the store owner can have. This approach will go far to dissipate much of the local opposition to closing the post office although it does nothing for the membership problem of the National League.

4. "...we have no alternative but to request your consideration in asking Mr. Bailar for his resignation."
(Paragraph 11)

COMMENT: We have been reasonably assured by our congressional contacts that the Congress will pass legislation authorizing the President to appoint the Postmaster General if you desire it. A request for the Postmaster General's resignation would not allow you the opportunity to name his successor. A statutory change would be required since the governing law provides that the Board of Governors chooses the PMG and the Deputy PMB.

I have attached a suggested letter to be sent in response to Mr. Dalton's correspondence.



NATIONAL LEAGUE OF POSTMASTERS OF THE UNITED STATES

Crystal Square #4 • 1745 Jefferson Davis Highway • Suite 501 • Arlington, Virginia 22202

Mailing Address — P.O. Box 2074, Arlington, Va. 22202 • Telephone — (703) 892-2940

THE PRESIDENT HAS SEEN.

EUGENE B. DALTON
President
Baldwin, GA 30511
(404) 778-2751

CHARLES W. PERRY
Executive Vice President
Holland, OH 43528
(419) 865-2601

ELEANOR MONSON
Secretary-Treasurer
Silvana, WA 98287
(206) 652-8364

R. FAIN HAMBRIGHT
Vice President
Grover, NC 28073
(704) 937-7176

JAMES HARRISON
Vice President
Morrill, NE 69358
(308) 247-2095

WENDELL KIMBROUGH
Vice President
Alicia, AR 72410
(501) 886-2195

GIL V. MONTANEZ
Vice President
Tempe, AZ 85282
(602) 966-9313

KENNETH H. JENNINGS
Immediate Past President
Powell, TN 37849
(615) 947-6110

ALLEN T. LANIER
Editor
Guyton, GA 31312
(912) 772-3235

HAZEL M. BERIK
Office Manager
Box 23653, Wash, DC 20024
(202) 488-8292

June 7, 1977

The President
The White House
Washington, D.C. 20500

Dear Mr. President:

I wish to express my sincere appreciation for taking your valuable time to see me, as a representative of the National League of Postmasters of the United States. We represent Postmasters in 20,000 communities across these United States. The majority of our membership consists of Postmasters from smaller offices in the rural areas of our country.

I am certain you are aware, the United States Postal Service has many ills. It is our opinion that major surgery is required in order to once again, establish a postal service the American People are entitled to receive.

When the new Postal Service was established in 1970, as a quasi-government corporation, top management personnel were brought in from the outside to "improve the service and reduce the costs". The record clearly indicates the opposite has been true. Today, we face not only the increasing curtailment of service, but increased costs as well. The philosophy of management from the private sector of reaching a break-even point, in what is truly a service organization, can never be accomplished. A major reason being, the cost of providing Rural Free Delivery Service and City Delivery Service to the American public, prohibits breaking even, without increasing the price of postage to the point where only the affluent could afford it. Many decisions rendered in the last seven long years, without proper guidance from experienced postal people, have caused only greater deficits within the Postal Service.

Under the present concept, the Postmaster General (PMG) is accountable only to a Board of Governors -- who are experts within their respective fields of business, but have little or no knowledge of the Postal Service. The Board of Governors has become a rubber stamp, accepting whatever facts and figures the PMG chooses to place before it. The Postal Service presently receives large subsidies from Congress with absolutely no strings attached.

*For
Comment
J*

The President
June 7, 1977
Page Two

We sincerely believe, the time has come when the PMG must be brought back under the direction of the Administration. The Administration is required to provide subsidies necessary to the Postal Service, yet, the PMG is not accountable for these funds. We are of the opinion that the PMG should be appointed by the President of the United States and confirmed by the Senate, thereby making him accountable to someone for his actions, or inaction. We believe the Board of Governors should be abolished, thereby eliminating an expenditure of \$125,000, annually.

We would welcome the opportunity to meet with your liaison and Mr. Burt Lance, of the Office of Management and Budget, to present further our ideas and suggestions regarding the personnel structure of top management at Postal Headquarters. At the present time, we have four layers of top management while only two are really necessary. Postal Service Headquarters in Washington, D.C. is extremely top heavy in highly paid personnel. This alone is causing much of the deficit we face in our Postal Service, today. To follow your example with the Executive Branch of the Government, we feel a streamlining of the Postal Service should take place. It has been the policy of the Postal Service, in the last seven years, to completely strip rural America of their postal people and facilities while, at the same time, adding high-paid positions in Postal Headquarters.

For too long, the philosophy of the Postal Service has been to close Post Offices in rural America to "save money" instead of taking corrective measures to mandate the large mailers of this country to prepare their mailings in accordance with regulations and to entitle them to receive a discount rate. A study conducted in the Oklahoma District has demonstrated that we are losing approximately one-half billion dollars per year due to negligence on the part of Second and Third Class mailers. Being from rural America yourself, you are aware of the necessity for maintaining adequate Postal Service to small communities. People from rural America are entitled to the same service as those in metropolitan areas.

The present top management of the Postal Service has permitted themselves to be pressured into high cost labor negotiations, thereby creating an annual budget of which 86% represents compensation for its employees. There must be some guidelines and direction given by the Administration, with the necessary support, to keep the labor unions in check -- otherwise, we will find ourselves priced out of the market. If the present top management of the Postal Service is permitted to continue to dismantle the Postal Service, as they plan, we will see the private express statute repealed. This will give private companies the

The President
June 7, 1977
Page Three

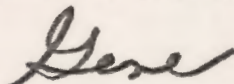
'cream of the crop' as far as mail delivery in metropolitan areas is concerned, leaving the Postal Service with only mail service in the rural areas. This will result in even larger subsidies from the Congress

It is our firm belief, that the present management of USPS fully intends to destroy the basic concepts of the Postal Service. Mr. Bailar, the present Postmaster General - the third in seven years - is not presently accountable to the American Public or their President. Only through legislation, such as HR 19, can the PMG be held accountable. While we do not contend that HR 19 is a perfect bill, it is the best that we have seen offered thus far. We respectfully request your Administration come forth with legislation that would better serve the American public, or offer your support to HR 19. We do not feel the entire concept of the Postal Reorganization Act should be destroyed, as there are many good features in this Act. We do feel, however, that there is a need for a general overhaul. Prior to this, I have provided your study committee with recommendations, which I hope will receive your careful consideration.

Based on past performance of the present Postmaster General and the steadily worsening condition of our nation's postal system, we have no alternative but to request your consideration in asking Mr. Bailar for his resignation.

As president of the National League of Postmasters, Postmaster of Baldwin, Georgia and as a personal friend and supporter, I pledge to you our support and make available to you the knowledge and experience possessed within our membership to once again, create a postal service of which we can all be proud, one that serves our citizens. On behalf of the National League of Postmasters let me express to you our sincere thanks and appreciation for extending to us your valuable time.

Sincerely yours,



Eugene B. Dalton
President, NLP

EBD:nmw

THE WHITE HOUSE

WASHINGTON

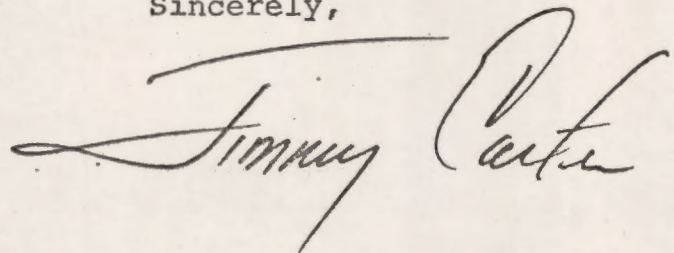
July 19, 1977

To Eugene Dalton

Since we met last month, my staff has been meeting with representatives of postal unions, mailers and many others to study various solutions to the postal problems you point out.

I appreciate your taking the time to share your views and concerns with me.

Sincerely,

A handwritten signature in cursive script, reading "Jimmy Carter". The signature is written in dark ink and is positioned to the right of the word "Sincerely,".

Mr. Eugene B. Dalton
President
National League of Postmasters
of the United States
P. O. Box 2074
Arlington, Virginia 22202

MEMORANDUM

THE PRESIDENT HAS SEEN:

THE WHITE HOUSE

WASHINGTON

INFORMATION

18 July 1977

TO: THE PRESIDENT
FROM: RICK HUTCHESON *Rick*
SUBJECT: Memos Not Submitted

1. ACHSAH NESMITH MEMO asking that you talk to the Urban League. She makes these points:

Your recent policy statements have dealt with subjects -- B-1 bomber, reorganization, budget-balancing, energy -- far away from the lives of the poor and minorities, the cities;

Your recent press conference statement with regard to abortion ("many things in life are not fair, that wealthy people can afford and poor people can't") did not convey the sensitivity she knows you have toward the plight of poor women faced with an unwanted pregnancy;

She quotes from your acceptance speech ("too many have had to suffer at the hands of a political and economic elite..."). Many people voted for you, she says, "because they thought you saw the problems and seemed to care... They need to know how reorganization and budget-balancing and energy plans fit into what they thought you wanted to help them with. They need to hear it from you, not from the VP."

2. PETER BOURNE MEMO suggesting that, if you go beyond the 5 names submitted for FBI Director, you consider Judge George Edwards. Edwards resume forwarded to Bob Lipshutz.
3. MIDGE COSTANZA MEMO informing you that she and Vernon Weaver plan to hold a joint press conference announcing SBA's "Women's Business Ownership Campaign." The campaign includes businesswomen's conferences and seminars, and efforts by Weaver to make SBA's priorities more sensitive to the needs of women in business. New funds will not be needed; the mechanism for delivering the program is already in place within SBA. Midge's office has been involved in developing the program.

Electrostatic Copy Made
for Preservation Purposes

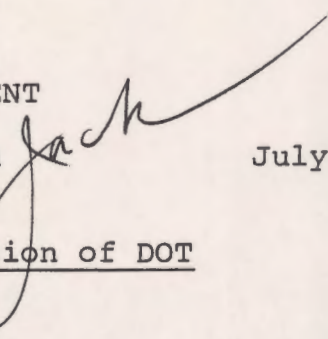
filed to Central Files

2:15 PM

THE PRESIDENT HAS SEEN.
THE WHITE HOUSE
WASHINGTON

MEMORANDUM TO: THE PRESIDENT

FROM:

Jack Watson 

July 19, 1977

RE:

Reorganization of DOT

Attached is a memorandum to you from Brock Adams outlining his initial steps towards reorganization of DOT. Brock was eager for me to get this to you because the plan has leaked, and he expects there to be a story this afternoon or tomorrow. Because of the imminent press story, Brock plans to release his outline to the appropriate committee chairmen and Members of Congress this afternoon. I am sure that Brock will mention this subject to you at your meeting with him and others at 2:15 p.m. today.

Attachment

**Electrostatic Copy Made
for Preservation Purposes**



THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

rec'd. 12:35 p.m. 7/19
July 19, 1977

MEMORANDUM FOR THE PRESIDENT

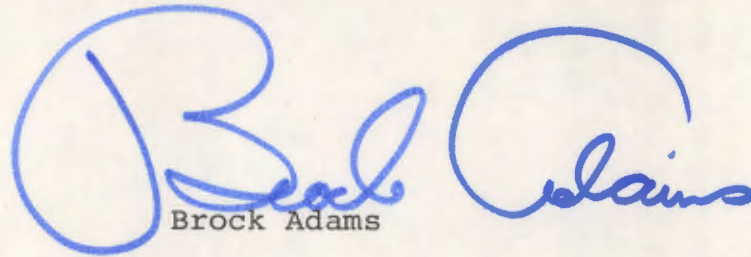
In keeping with one of your major goals to organize and streamline the Executive Branch in a manner which will insure more effective and efficient management of government programs, I have taken an initial step towards reorganization of the Department of Transportation (DOT).

This first step focuses on the Office of the Secretary (OST) with the major emphasis directed toward strengthening the overall policy formulation, analysis and evaluation of the Nation's transportation needs. We have been able to accomplish this, while at the same time reducing the organizational "layering" in OST from 46 organizational elements to 30 and reducing the employment level from 1,800 to 1,100 or by 39 percent. Also, we have abolished two Assistant Secretary positions and the position of Deputy Under Secretary; instead, we will have one Assistant Secretary for Budget and Programs (because of zero based budgeting review).

Our next step in streamlining the Department of Transportation will concentrate on our operating administrations with particular emphasis on more cohesive and efficient management of our major Federal Assistance programs. You are aware that we have convened a Departmental Transportation Assistance Task Force to evaluate the policies and processes relating to these programs, and to determine how more flexible funding mechanisms can be developed to improve our responsiveness to the needs of the recipients. From this total effort we expect to develop more effective grant processes and an improved organization structure which will emphasize the responsibility and accountability for effectively carrying out the Department's transportation policies. It is our intent to develop a legislative proposal for your review by early fall.

Enclosed is a "Statement of Intent" describing the OST reorganization which I will issue this week advising DOT employees of the proposed changes. I will coordinate the organizational plan with the Office of Management and Budget and applicable Congressional Committees.

I regard the reorganization project as a unique opportunity to reform the operations of this Department and view the OST change as the first step in putting us on the right road toward accomplishing our overall objectives.



Brock Adams



THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

JUL 20 1977

TO ALL EMPLOYEES OF THE DEPARTMENT OF TRANSPORTATION

A major goal of the Carter Administration is to improve the management of Government programs by streamlining the Executive Branch and by consolidating and reorganizing programs where that appears required. I fully support the President's objectives, and I intend to take a number of steps that will improve the management of this Department and make its organization more responsive to the Nation's transportation needs.

Accordingly, I have decided to effect some major organizational changes. The first steps will focus on the Office of the Secretary (OST), with follow-on reorganizations of the operating administrations. OST will be restructured to strengthen the development of national transportation policy. Elements of OST will now become part of the responsibility and accountability of the operating administrations so we have a unified system for carrying out policy.

The first objective of this reorganization is to start in the Office of the Secretary by reducing the size of the OST organization and to eliminate organizational "layering." It is my expectation that these organizational changes will result in reducing the size of OST through the reassignment of approximately 700 employees who now perform operational activities in OST. It will also propose eliminating two existing Assistant Secretary offices.

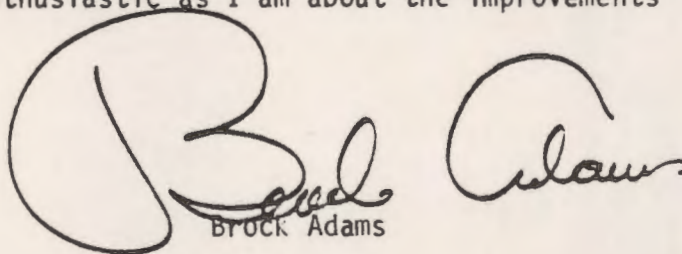
I intend to issue a policy statement clarifying responsibilities within OST for evaluation of transportation policy and programs and for analysis of our regulatory activities to produce uniform regulatory systems. In the process of this restructuring of OST, I am directing the development of guidelines for later reorganization of operating administrations. These are intended to develop Department of Transportation policies and provide for delivery of the program and services to the public directly through the whole Department from the Secretary to the field offices.

Staff officials working on the proposals will meet shortly with appropriate key officers to thoroughly discuss, define, and delineate the detailed restructuring of functions, organizations, and staffing of OST and discuss the relation of modal administrations. I expect the OST reorganization to be implemented and in place by the end of August 1977.

The second phase in realigning our Department's priorities is being developed through a Transportation Assistance Task Force which will assess and make legislative recommendations regarding program reform. This Task Force, which is chaired by the Deputy Secretary, will also recommend the most effective organizational structure for carrying out our State and local transportation assistance programs. We aim to complete the work of this task force by September 1977 so that we can submit legislation to the Congress in the fall.

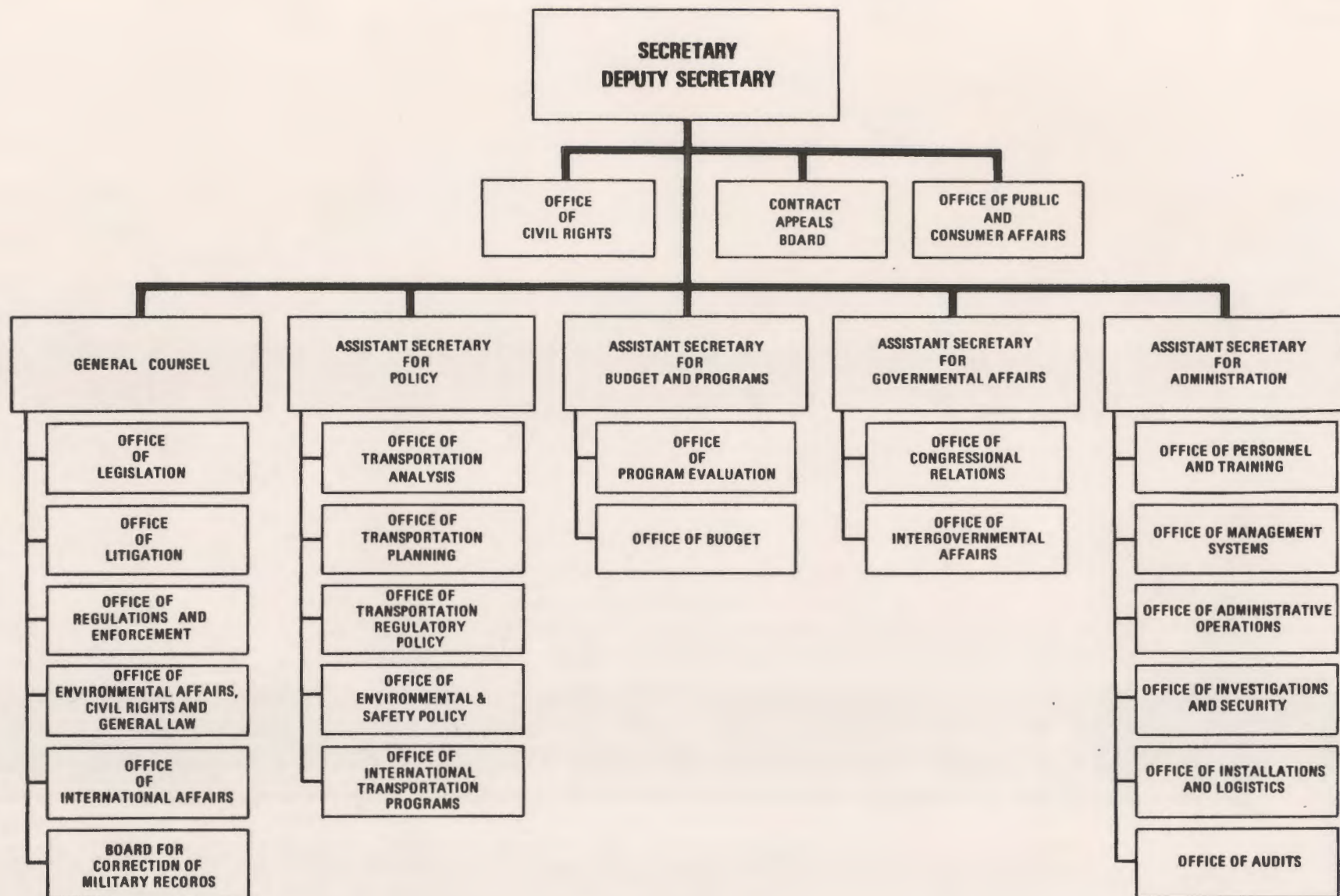
All actions required to implement organization changes will be accomplished with full regard for President Carter's commitment that every effort be made to protect employees affected by Government reorganizations. Although the OST reorganization will take several months to fully implement, I have directed that each step be planned to minimize inconvenience and disruption to individual employees and to on-going programs. We will consult with employee unions about the reorganization and negotiate with them, when appropriate, during the course of its implementation.

I believe we have a unique opportunity to achieve a substantial improvement in the way our Department and the Federal Government administer and deliver programs and services to the American people, and I hope you are as enthusiastic as I am about the improvements we can achieve.

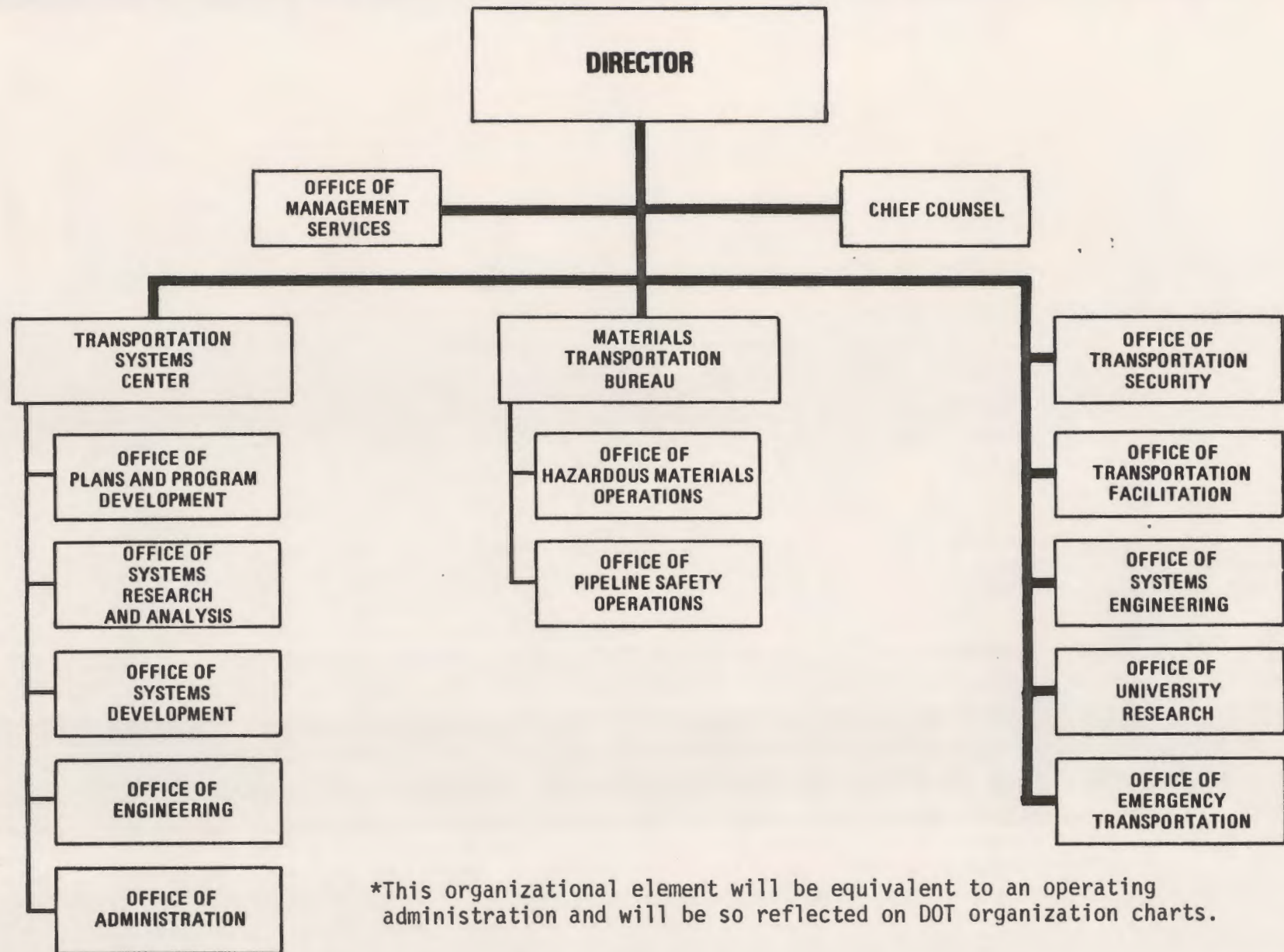


BRUCK ADAMS

OFFICE OF THE SECRETARY



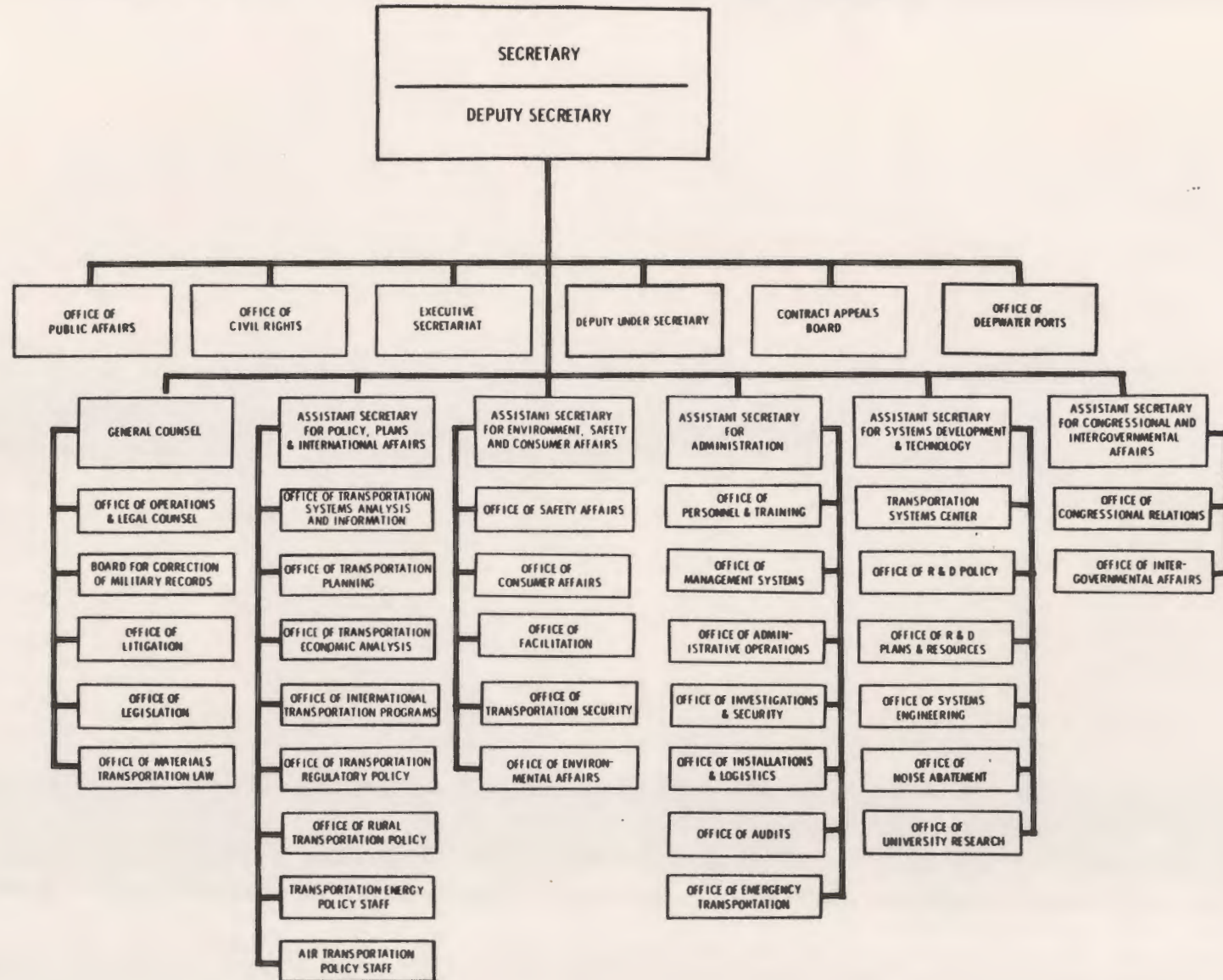
* RESEARCH AND SPECIAL PROGRAMS DIRECTORATE



*This organizational element will be equivalent to an operating administration and will be so reflected on DOT organization charts.

PRESENT ORGANIZATION

DEPARTMENT OF TRANSPORTATION OFFICE OF THE SECRETARY



THE WHITE HOUSE
WASHINGTON

Mr. President:

Schlesinger and Stu observe that the attached Adams memo on the long-term financing of energy is a restatement of a proposal Adams has been advocating since early April, with which you are already familiar.

Comments from Schlesinger, Eizenstat and Blumenthal are attached.

Rick

2:15 p.m.

THE WHITE HOUSE
WASHINGTON

MEMORANDUM TO: THE PRESIDENT

FROM: Jack Watson

July 18, 1977

RE: Your Drop-By at Meeting with Secretary
of Transportation, Brock Adams, et al
Re Transportation and Energy

When: Tuesday, July 19, 1977, 1:30 to 2:30 p.m.
Your drop-in scheduled at 2:15 p.m. for
15 minutes

Where: Cabinet Room

Purpose: To discuss Secretary Adams' memorandum to
you dated July 15, 1977, regarding trans-
portation and energy

Participants: Secretary Brock Adams
Secretary Mike Blumenthal
Mr. Bert Lance
Dr. Jim Schlesinger
Mr. Charles Schultze
Mr. Stuart Eizenstat
Mr. Jack Watson
Ms. Jane Frank

Electrostatic Copy Made
for Preservation Purposes



THE SECRETARY OF TRANSPORTATION

WASHINGTON, D.C. 20590

July 15, 1977

1977 JUL 16 AM 10 50

MEMORANDUM FOR THE PRESIDENT

THROUGH: Jack Watson

SUBJECT: Transportation and Energy

Conversations with the Governors last weekend confirmed what other State and local officials have already told representatives of this Department -- the transportation and energy problems cannot be pulled apart. Responsible sentiment is rising for a marriage of these two programs, and the argument is helped along by the realities of Congressional action.

Reality #1 - The Budgetary Situation

Even the most conservative estimate of our analysts suggests that existing DOT grant programs will reach an average level of at least \$13 billion during the period FY 1978 through FY 1982. (See attached chart.) Existing trust fund revenues to meet this need add up to only \$8.8 billion annually, leaving a gap of at least \$4.2 billion each year which must be met from general revenues. A new revenue source will have to be found both to protect the investment which the nation has in its transportation system and to project transportation effectively into the national effort to conserve and produce energy. Development of such a revenue source leaves available the present general fund money for unrestricted use in other areas.

Other numbers, such as those presented by Governor Busbee, suggest a funding crisis of even greater proportions. However, I believe we can contain this potential budget problem if we begin by finding a stable source for current expenditures and some limited additional spending in priority areas.

Reality #2 - Modal Special Interests are Active

With the highway and mass transit programs due to expire next year, the traditional modal interests are once again lobbying for their own special programs. The recently passed Senate mass transit bill was a product of those efforts. The potential erosion of the gas tax has many State officials searching for substitute funding sources for the maintenance of their roads. The highway builders are already lining up opposition to any changes in the Highway Trust Fund. Some States are promoting still another single-focus grant program to prevent the abandonment of rail branch lines. These special interest pleas can be contained, but cannot be ignored for long. To ignore them could subject us to perhaps \$4 billion in additional program costs.

Reality #3 -- Congress will act.

Few constituencies are stronger or better organized on Capitol Hill than the transportation community. The Public Works Committees of both Houses are strong and traditionally independent. Legislation now being developed by Committee staffs would continue in large part the current uncoordinated transportation program. Our failure to state our intentions in transportation funding could lead these Committees to respond by "going it alone," leaving you the option of accepting ill-conceived legislation or vetoing bills which carry such popular titles as mass transit, highway construction, and airport safety and development.

Recommended Solutions

Several revenue solutions to the transportation budgetary gap are being given wide circulation on Capitol Hill. Some have more realistic potential than others:

---Use of a portion of the Corporate Income Tax---

Representative Howard, Chairman of the House Surface Transportation Subcommittee, had recommended a plan whereby at least 2% of the 48% Corporate Income Tax would be placed in a mass transit trust fund. This idea has been widely criticized for failing to raise transportation revenues from those who use the services, and has been withdrawn by Chairman Howard.

---Imposition of a new gas tax---

Proposals range anywhere from 3¢-8¢, the former most recently subject of discussion by the Ad Hoc Energy Committee. The Public Works and Transportation Committee is looking at gas taxes as a source of highway and mass transit program financing. We are cooperating with DOE and the Ad-Hoc Committee in development of their proposal, yet you should know that our economic models indicate the tax would have to amount to at least 7¢ per gallon to have any impact on demand. There is little likelihood that a tax at this level could be passed this year, and even less likelihood of passage in 1978, an election year.

---Use of other energy-related taxes---

This idea has substantial and growing appeal since the use of energy taxes for transportation programs would be recognizable as a levy on users. In particular, there is a recognized need to help those states whose motor fuel receipts will be reduced through the efficiency and demand-reducing measures built into the energy program. Estimates presented by the Governors indicate that by 1985 state fuel tax revenues will decline, perhaps by as much as \$1 billion a year from current

levels, and this would occur simultaneously with dramatically escalating highway maintenance costs. Similarly, concern is raised over the current public transportation program level and its inability to meet needs in both urban and rural areas as we seek alternatives to the private automobile. As we focus on the transportation proposal, we need to be more comprehensive than just dealing with carpools and vanpools.

Congressional Strategy

I see three ways to dedicate necessary funds to transportation:

(1) "The well-head transfer" -- This notion would have us dedicate approximately 40% of the so-called well-head revenues (that amount used for transportation) to a fund which, after final Congressional approval, would finance a national transportation program. This would produce a budgetary wash. An amount of money in general revenues equal to the amount drawn from the well-head taxes would be freed for immediate expenditure, and thus would not in any way interfere with your macroeconomic program. By placing these funds in escrow, we would attract support for the President's energy and transportation programs and would be able to leverage that money into votes in the Congress.

(2) "Delayed well-head program" -- As you know, the House Ways and Means Committee has approved a per capita rebate of only a single year. We could recommend next year the dedication of revenues as described in (1) above with the disadvantage that we would lose political leverage, but with the advantage that we would not further complicate, this year, your energy program.

(3) "Permanent gas tax" -- If this is the only option, I am prepared under your direction to fight this battle on Capitol Hill. I believe the passage of such a tax this year or next year to be possible, if the amount is reasonable. However, if we approve a minimal tax of 2¢ or 3¢ this year, we could lull the Congress and the public into the erroneous impression that the funding need has been responsibly met. If it becomes dedicated to uncoordinated uses, the transportation financing problem will become more difficult.

The Ultimate Goal

Flexibility and stability are the twin "musts" of transportation finance because transportation problems are expensive and long-term. We must provide the financing engine, but we must allow local and state officials to pilot their own systems and to make the hard choices among competing modes.

The funding framework I will recommend for implementing this plan is the attached National Transportation Account (NTA). That Account, and the programs to be funded out of it would:

- generate a secure funding mechanism broad enough to support not merely the narrow interest of any single mode, but the competing interests of all transportation modes;

- jointly evolve an approach whereby major programs could be reviewed systematically, allowing broad considerations of trade-offs, relative needs and basic program merits to be assessed, rather than looking at highways one year, UMTA another, and railroads still another;

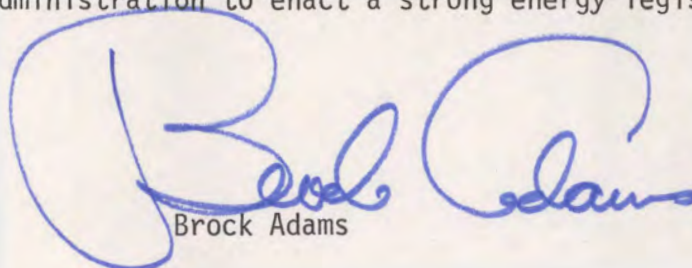
- give state and local agencies flexibility to deal with problems at their levels without being impaired by narrow categories, varying funding ratios, and other procedural requirements;

- establish a coordinated process for developing state and local plans for transportation;

- finance the transportation system almost totally out of the pockets of users so that individual programs would no longer require subsidization by the general taxpayer; and

- promote stability of a traditional trust fund, allowing long term continuity to be made, without a corresponding loss of flexibility.

Once again, Senate passage of a mass transit bill, and our knowledge that both Houses are prepared to move on other transportation legislation, requires Administration action at this time -- at the very least a credible indication of future intent. It would take advantage of this opportunity to reshape transportation policy away from the era of massive construction towards a more conservative approach involving better use and maintenance of existing systems. One side benefit is that the dedication of an energy-related revenue source for transportation would provide the added support of the transportation constituency, particularly the governors and mayors, to the efforts of the Administration to enact a strong energy legislation.



Brock Adams

Attachment

NATIONAL TRANSPORTATION ACCOUNT
 AVERAGE ANNUAL FUNDING LEVEL FOR DOT GRANT PROGRAMS (1978-1982)
 WITH CURRENT SOURCES OF FUNDS
 FEDERAL GRANT PROGRAMS
 (BILLIONS \$)

Annual Funding Level--\$13.0B
 Misc. →
 Less Than \$.1

Mass Transit \$3.2
Rail \$1.3
Aviation \$.6
Highways \$7.9

Source of Funds--\$13.0B

General Fund \$4.2
Airport/Airway Trust Fund \$.6
Highway Trust Fund \$8.2

Excludes an average \$300M each year for noise reduction financing as included in H.R. 4539.


MEMORANDUM

THE WHITE HOUSE

WASHINGTON

19 July 1977

MEMORANDUM FOR JACK WATSON

FROM: Jim Schlesinger 

SUBJECT: Sec Adams' Memorandum to the President on Transportation and Energy

Secretary Adams' memo to the President on long-term financing for energy is a restatement of the proposal he has been advocating since early April. He is proposing that the transportation programs currently funded from the general fund (\$4.2 billion) all be funded from designated sources, i.e., from revenues collected under the energy program. I have the following comments on Secretary Adams' proposal:

- ° The wellhead tax provides substantial flexibility for overall tax reform after the first year. That flexibility should be retained by the Administration, not traded or given away, so that the ultimate tax package will be well balanced.
- ° I see no reason why transportation, unlike other functions of the government, must be funded from designated revenues. If all governmental programs were so funded, the President would have little budgetary flexibility. Transportation programs should go through the normal budgeting process.
- ° One of the elements of the National Energy Plan different from energy proposals in the past is its degree of fairness to all income groups. Under the crude oil equalization tax, per capita rebates were designed to assure that disposal income would not drop due to higher energy prices. Secretary Adams' proposal would greatly dilute the money available for rebates.
- ° I do not share Secretary Adams' view that making funds available for transportation enhances the political attractiveness of the wellhead tax. There was an attempt in the Ways and Means Committee to use funds

from the wellhead tax for transportation purposes which was decisively beaten. The liberals were concerned about the regressive impacts of the wellhead tax without rebates and the conservatives did not want energy revenues used to fund large new Federal programs; and

- ° Chairman Ashley will push for a permanent gas tax which would provide around \$12 billion for transportation over eight years. We should state "no objection". If, by chance this were successful, the gas tax would provide an additional increment of guaranteed funding for a portion of transportation purposes.

In summary, I do not believe Secretary Adams' proposal has substantive merit. Politically, it would be unwise for the Administration to propose an entirely new use for the wellhead tax at this time. In fact, I feel such a dramatic shift in position could jeopardize the entire wellhead tax.

THE WHITE HOUSE

WASHINGTON

July 19, 1977

MEMORANDUM FOR

THE PRESIDENT

FROM

STU EIZENSTAT
KITTY SCHIRMER

Sam

SUBJECT: Brock Adams Memo on Transportation & Energy

Although you have already read and commented upon Brock's memo on transportation and energy, there are three points which we recommend you make with him at your meeting today.

1. The Well-head tax

For both political and equity reasons, we believe that you should continue to support individual rebates of well-head tax revenues. There are already too many potential claims against that pot of money, and any Administration action which encourages looking to it for non-rebate purposes opens the door for additional claimants.

2. The Gas tax

Lud Ashley is going to push for a 3¢ to 5¢ gasoline tax. While he is enthusiastic about it, its chances of passage either in the Ad Hoc Committee or on the House floor are slim. We have discussed our recommended position on this issue with Jim Schlesinger, and we agree that the Administration's position on the tax should be "no objection", but no active support. If you agree with this position, we would recommend making it clear to Brock.

3. Financing of Transportation Generally

The earmarking of either well-head or gasoline taxes for transportation is inadvisable from a budget standpoint. Our experience with the Highway Trust Fund illustrates that such earmarking creates a floor rather than a ceiling on these public works investments. Financing transportation programs from general revenues permits better evaluation of and control over these expenditures.

Many of the benefits cited for earmarking are attributable to consolidated and assured financing. These benefits can be obtained from creation of a single long-term transportation account funded from general revenues rather than by earmarking. Decisions concerning long-term financing for transportation should be postponed until DOT has made a thorough analysis and presentation of all of the options.

We would stress that you do not need to make a decision on transportation financing generally at this time.



THE SECRETARY OF THE TREASURY

WASHINGTON 20220

July 19, 1977

MEMORANDUM FOR THE PRESIDENT

Subject: Energy Taxes and Transportation Funding

Brock Adams' proposal to dedicate a large proportion of the revenues raised by the wellhead tax to a fund for a national transportation program seems to me premature. We still don't know how balanced an energy package will emerge from the Congress, and therefore how much will be available to divide up amongst the contenders--welfare reform, tax reform, transportation, or any other of the worthy claimants for funding.

Moreover, your program is committed to returning the revenues raised under the program to the public, not to any one segment or industry. There could be as much political fall-out from diverting funds to a specific use--no matter how worthy--as from the support it might generate from the transportation industry or from local governmental levels.

W. Michael Blumenthal

1030 AM

THE PRESIDENT HAS BEEN

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

MEMORANDUM FOR THE PRESIDENT AND MRS. CARTER

FROM: GRETCHEN POSTON *Ep*

DATE: 11 July 1977

SUBJECT: ARRIVAL CEREMONY - July 19th
The Prime Minister of Israel and Mrs. Begin

Attached please find the scenario for the function indicated above. Please note that this is a MODIFIED, or ABBREVIATED, ceremony, at the recommendation of the U.S. Department of State.

**Electrostatic Copy Made
for Preservation Purposes**

✓

ON THE OCCASION OF
THE VISIT OF
THE PRIME MINISTER OF ISRAEL
AND MRS. BEGIN

ARRIVAL CEREMONY

Southwest Gate

- 10:15 A.M. Members of Official and Welcoming Parties arrive and proceed to Diplomatic Reception Room.
- 10:25 A.M. Official and Welcoming Parties move to south lawn to assigned places - toe cards.
- 10:29 A.M. The PRESIDENT and MRS. CARTER arrive Diplomatic Reception Room.
- 10:30 A.M. The PRESIDENT and MRS. CARTER move to beginning of red carpet.

(No announcement.)

(Music - "Man of the Hour")

Mrs. Begin's
name: Aliza
"a LEEZ a"

The motorcade carrying the Prime Minister and Mrs. Begin arrives Southwest Gate to Diplomatic Entrance. Arrival Fanfare. Official introductions begin.

PAUSE FOR PRESS PHOTO OPPORTUNITY

All Principals move onto platform - toe cards facing south - for honors.

(Visitor's National Anthem)

(U.S. National Anthem)

(19-gun salute.)

All Principals take new positions - toe cards facing east - for remarks.

Remarks by the PRESIDENT.

Remarks by the Prime Minister. (No interpreter.)

All Principals descend platform and proceed to Diplomatic Reception Room for receiving line and coffee. Welcoming and Official Parties follow.

- 11:00 A.M. The PRESIDENT and the Prime Minister depart for Oval Office.

Mrs. Begin is escorted to Blair House.

THE WHITE HOUSE
WASHINGTON

July 19, 1977

Frank Moore

The attached was returned in
the President's outbox. It is
forwarded to you for your
information.

Rick Hutcheson

RE: NOTE FROM DAN TATE RE
PAT MOYNIHAN

THE WHITE HOUSE
WASHINGTON

<input type="checkbox"/>	FOR STAFFING
<input type="checkbox"/>	FOR INFORMATION
<input checked="" type="checkbox"/>	FROM PRESIDENT'S OUTBOX
<input type="checkbox"/>	LOG IN/TO PRESIDENT TODAY
<input type="checkbox"/>	IMMEDIATE TURNAROUND

ACTION
FYI

<input type="checkbox"/>	MONDALE
<input type="checkbox"/>	COSTANZA
<input type="checkbox"/>	EIZENSTAT
<input type="checkbox"/>	JORDAN
<input type="checkbox"/>	LIPSHUTZ
<input checked="" type="checkbox"/>	MOORE
<input type="checkbox"/>	POWELL
<input type="checkbox"/>	WATSON
<input type="checkbox"/>	LANCE
<input type="checkbox"/>	SCHULTZE

<input type="checkbox"/>	ENROLLED BILL
<input type="checkbox"/>	AGENCY REPORT
<input type="checkbox"/>	CAB DECISION
<input type="checkbox"/>	EXECUTIVE ORDER
	Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

<input type="checkbox"/>	ARAGON
<input type="checkbox"/>	BOURNE
<input type="checkbox"/>	BRZEZINSKI
<input type="checkbox"/>	BUTLER
<input type="checkbox"/>	CARP
<input type="checkbox"/>	H. CARTER
<input type="checkbox"/>	CLOUGH
<input type="checkbox"/>	FALLOWS
<input type="checkbox"/>	FIRST LADY
<input type="checkbox"/>	HARDEN
<input type="checkbox"/>	HUTCHESON
<input type="checkbox"/>	JAGODA
<input type="checkbox"/>	KING

<input type="checkbox"/>	KRAFT
<input type="checkbox"/>	LINDER
<input type="checkbox"/>	MITCHELL
<input type="checkbox"/>	MOE
<input type="checkbox"/>	PETERSON
<input type="checkbox"/>	PETTIGREW
<input type="checkbox"/>	POSTON
<input type="checkbox"/>	PRESS
<input type="checkbox"/>	SCHLESINGER
<input type="checkbox"/>	SCHNEIDERS
<input type="checkbox"/>	STRAUSS
<input type="checkbox"/>	VOORDE
<input type="checkbox"/>	WARREN

Electrostatic Copy Made
for Preservation Purposes

MR. PRESIDENT:

*I talked to
him. He's ok
J*

PAT MOYNIHAN IS UPSET
ABOUT A STATEMENT YOU MADE
IN YOUR LAST PRESS CONFERENCE
IN RESPONSE TO A REPORTER'S
QUESTION ON SOVIET "TAPPING"
PRIVATE
OF OUR DOMESTIC COMMUNICATIONS.
THE REPORTER, IN ASKING THE
QUESTION, CITED MOYNIHAN'S
DEMAND THAT WE INSIST THAT
THE SOVIETS CEASE SUCH
ACTIVITIES. MOYNIHAN FEELS THAT,
IN ANSWERING THE QUESTION, YOU
TOOK AN UNCALLED-FOR SWIPE AT
HIM. DAN TATE

9:15 a.m.

THE WHITE HOUSE

WASHINGTON

July 18, 1977

MEETING WITH SENATOR DANIEL MOYNIHAN

Tuesday, July 19, 1977

9:15 A.M. (15 minutes)

Oval Office

From: Frank Moore *FM*

I. PURPOSE

To discuss the impact of the Federal Government on the economy of New York State, as well as general problems of trading with state-directed and supported economies.

II. BACKGROUND, PARTICIPANTS & PRESS PLAN

A. BACKGROUND: On April 21 Senator Moynihan wrote requesting a meeting with the President. The letter was referred to STR for a response because Correspondence believed the letter dealt exclusively with color TV imports. However, the Senator's concerns were broader than that. He also wished to discuss problems of trading with state-directed and supported economies. The Senator would also like to discuss the impact of the Federal Government on the economy of New York State.

B. Participants: The President
Senator Moynihan
Frank Moore
Bob Thomson

C. Press Plan: White House Photo

III. TALKING POINTS

1. With respect to the economic situation in New York, Senator Moynihan believes the Federal Government is largely responsible

for New York's plight. The policies most at fault are as follows:

(a) The Federal Government takes more from New York in taxes than in puts back in through outlays. Statistics do not indicate the seriousness of New York's deficit position because outlays to the regional Federal reserve bank in New York are audited as payments to the State.

(b) Federal environmental policies are systematically biased against urban areas such as New York.

(c) The garment industry, and supporting industries, have suffered because of U.S. tariff policies.

2. The Senator may also have supportive words for your policy on human rights.
3. The Senator may also be prepared to give you a brief report on the blackout and the problem of clearing looters through the penal/court system.
4. We also expect the Senator will once again voice his concern about Soviet interception of American telephone calls.

EIZENSTAT COMMENTS

THE WHITE HOUSE

WASHINGTON

July 18, 1977

MEMORANDUM FOR: THE PRESIDENT
FROM: STU EIZENSTAT *SE*
SUBJECT: Meeting With Senator Moynihan

I would add the following points to Frank's memo:

Senator Moynihan's report, titled "The Federal Government and the Economy of New York State" attributes substantial responsibility for the decline in New York's economy to three federal policies:

1) An adverse "balance of payments" position with respect to the federal government. According to the report, N.Y.S. paid \$36 billion in federal taxes in 1976 and received, once interest on the national debt is removed, approximately \$26 billion in expenditures.

2) Federal environment policies which prevent economic development; and

3) Federal "free trade" policies, which have harmed key industries in New York, particularly the garment industry.

1) Federal Taxation and Expenditure Policies

The report correctly states that N.Y.S. pays more in federal taxes than it receives in federal expenditures.

The principal reason for this differential is that New York State's federal tax payments are very high, not that federal expenditures in N.Y.S. are low. N.Y.S. tax payments are high for two reasons:

1) The federal income tax system is progressive. N.Y.S. residents have higher incomes and therefore pay higher taxes.

2) New York's corporate tax payments are overestimated. IRS attributes all corporate tax payments to the headquarters of the corporation. Thus New York, a headquarters state, has inflated corporate tax payments. Similarly, Delaware, another headquarters state, gets back from Washington only 66¢ for every dollar it "pays" in federal taxes.

With respect to federal expenditures, N.Y.S. ranks high. According to a National Journal study, only 18 States had higher per capita federal spending than N.Y.S. Only 3 states receive more in total federal per capita grants-in-aid. N.Y.S. falls short in those expenditure categories--natural resources, highways, water projects--for which it has a lesser need than other States.

Even when taxes and expenditures are compared, however, 11 other States get back less per dollar of federal taxes than N.Y.S. In short, New York's balance of payments problem, which reflects our progressive tax system, is not unique.

2) Environmental Policies

Moynihan argues that under the Federal Clean Air Act, New York City and New York State are "non-attainment areas", which means they fail to meet the Act's quality standards. Consequently, new sources of pollution are permitted to locate in such areas only under very stringent conditions, thus inhibiting economic growth.

You can note that the Administration recognizes this problem, and that Doug Costle has indicated that the treatment of the special economic development problems of "non-attainment areas" is under review.

3) Talking Points

I would add the following to Frank's points:

1) Your first opportunity for a major formula change was the Community Development program. The new formula proposed by the Administration will increase funding to New York City by \$74 million in FY1978.

2) The Administration has proposed and is developing a number of initiatives to restore the private sector job base of older urban areas: the new \$400 million Urban Action Grant program in HUD, to leverage private investment in distressed areas; a new emphasis on urban development in EDA; and new urban development financing mechanisms being prepared by Treasury and my staff. You might note that the proposals we are devising would stress local efforts to strengthen the economic base to accompany federal financing activity.

3) Moynihan's report argues, in our view correctly, that interest payments on the national debt should not be included as "Federal expenditures" in N.Y.S. A large chunk of interest payments (\$6 billion last year) was made to the Federal Reserve Bank in New York, which then distributed the money to Fed branches around the country. You can indicate that you will ask Treasury

to review the appropriateness of including interest payments on the national debt as Federal expenditures to a particular State.

4) You can thank Moynihan for his leadership role in the public works bill compromise.

SCHULTZE COMMENTS

THE CHAIRMAN OF THE
COUNCIL OF ECONOMIC ADVISERS
WASHINGTON

July 18, 1977

MEMORANDUM FOR THE PRESIDENT

FROM: Charlie Schultze

Subject: Senator Moynihan's Statement on Federal Policies
and the New York Economy

Senator Moynihan's recent statement, The Federal Government and the Economy of New York State, cites three areas in which Federal government policy allegedly affects New York adversely:

- . Federal tax revenues collected from New York exceed Federal outlays in the State.
- . Environmental restrictions inhibit new investment in New York City.
- . Trade policies have injured the garment industry, a mainstay of New York City's economy.

Speaking to the first point, the flow of funds between a region and the Federal government is not an appropriate measure of the Federal government's impact on the region, or of its responsibilities to the region. For instance, in the case of New York, per capita income is one of the highest of all the states and, as a result, per capita income tax payments are also above the national average. The fact that Federal tax revenues from a state exceed Federal outlays in that state may be a sign of a prosperous state economy. Recent statistics indicate that only 18 states have higher Federal outlays per capita than New York State.

It is extremely difficult, in any event, to interpret financial flows. Internal Revenue Service statistics by state do not reflect the true source of the revenues. For example, New York is a headquarters state for corporate enterprise. Corporations centered in New York pay taxes on profits earned in other states, but these show up as payments by New York to the Federal government. Moreover, the special situation of New York City as a financial center biases the IRS numbers considerably. Further, as the Moynihan report points out, it is difficult to assign outlays such as debt service and foreign aid on a state-by-state basis.

It would be helpful if we knew more than we do now about the regional impacts of Federal budgetary policies. We also need to reexamine periodically the various formulas and criteria by which Federal assistance is distributed regionally. For example, if differences in real income, rather than nominal income, were used as a basis for sharing of benefits, the regional distribution of Federal benefits might be quite different.

In the case of environmental standards, it is undoubtedly true that existing regulations inhibit industrial growth, not only in New York City, but in all our urban areas. The question then becomes a trade-off between environmental concerns and further urban growth. You might want to suggest that we could ask the Environmental Protection Agency to review the application of environmental standards to New York City.

The report also raises the question of the impact of imports on the garment industry. While imports have had an adverse effect, the basic problem of the garment industry in New York stems from the shift of apparel production to other areas. Over the past twenty years, New York City's share of total apparel production has been cut in half. Other northeastern states, such as Massachusetts and Pennsylvania, have also suffered declines in their share of national apparel production. It should also be kept in mind that textiles were exempted from the Kennedy Round of tariff cuts and that the textile agreement involves fairly protectionist quotas.

The economic problems of New York City and New York State stem partly from the relative decline of the northeastern region of the United States as a center for manufacturing production, and partly from the serious financial problems facing most major metropolitan areas. We can be sympathetic to these problems without acknowledging that Federal budgetary and other policies have been responsible for them.

THE WHITE HOUSE
WASHINGTON

July 18, 1977

MEMORANDUM TO: THE PRESIDENT
FROM: Jack Watson *Jack*
SUBJECT: Your meeting with Senator Moynihan
(Status of New York City recovery following the blackout)

1. SBA: The SBA has set up eight emergency offices, and tomorrow will have at least three mobile offices operating in the most hard hit areas. The SBA Emergency Loan Program provides six and five-eighths interest on a maximum of \$500,000, up to 30 years to repay. Repayment by businesses can be delayed up to 13 months. A rough estimate of total cost at this time is approximately \$160 million.*
2. FDAA: On Friday afternoon, Governor Carey requested that you declare a major disaster for the City of New York, Westchester County and portions of Nassau and Putnam Counties. His request is based upon business loss, employment loss, debris clearance, loss of revenue to State and local government, and other loss or damage not yet determined. The FDAA regional office is presently assessing the situation and does not expect any hard data from the City or State until late Wednesday at the earliest.
3. Insurance: There are two programs applicable in this situation:
 - (1) Prime insurance sold directly by the Federal government up to \$15,000. New York City has approximately 45% of the national policy holders for this program;
 - (2) Urban property insurance, which is a re-insurance program through risk pools established by private companies.

We have arranged for Federal Insurance Administration personnel to be in the same mobile offices with the SBA specialists, in order to provide "one-stop" assistance.
4. EDA: The Commerce Department is working closely with the City and our office to determine in what capacity EDA funds can be most helpful.

*This is SBA's initial rough estimate of possible loan exposure. In your telephone conversation with Mayor Beame, he apparently estimated that there were 1,400 businesses affected with an average impact per business of \$20,000. Multiplying those figures out gives a total of \$28 million.

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

July 19, 1977

Q
/

MEMORANDUM FOR THE PRESIDENT

FROM: FRANK MOORE FM.

I talked to the Speaker this morning. He said he was extremely embarrassed about the Maryland tax bill and that he had no idea it was retroactive. He wanted me to pass along his apologies.

The Speaker also said he would speak with Chairman Mahon about the \$33 Million on the breeder. He said he is sure that Mahon and Stennis could work to the 0 and he would try to get the \$33 Million in.

The Speaker will talk with Leon Panetta and some of the other young Members about asking you to have the Attorney General meet with them regarding the South Korean investigations. I have called the Attorney General and he said that he and Ben Civiletti will meet with them upon his return from London or Civiletti could meet with them alone this week.

**Electrostatic Copy Made
for Preservation Purposes**

THE WHITE HOUSE
WASHINGTON

July 19, 1977

Hamilton Jordan

The attached was returned in
the President's outbox. It is
forwarded to you for appropriate
handling.

Rick Hutcheson

RE: MEETING WITH SAM~~E~~ BROWN AND
CAROLYN PAYTON

THE PRESIDENT HAS SEEN.

1:00 p.m.

THE WHITE HOUSE

WASHINGTON

July 16, 1977

MEMORANDUM FOR PRESIDENT CARTER

FROM: HAMILTON JORDAN *H.J.*
SUBJECT: Meeting with Sam Brown and
Carolyn Payton- Monday, July 18 - 1:00 p.m.
The Oval Office

Sam Brown has recommended Carolyn Payton as Director of the Peace Corps. Attached is material previously provided you.

Sam would like to spend the first 5 minutes of the interview explaining to you why he chose Carolyn Payton out of a group of 5 finalists, and then bring in Ms. Payton to meet you personally so you can judge for yourself if she meets your standards for the Peace Corps.

Attachment

Electrostatic Copy Made
for Preservation Purposes

THE WHITE HOUSE
WASHINGTON

ACTION
FYI

<input type="checkbox"/>	MONDALE
<input type="checkbox"/>	COSTANZA
<input type="checkbox"/>	EIZENSTAT
<input checked="" type="checkbox"/>	JORDAN
<input type="checkbox"/>	LIPSHUTZ
<input type="checkbox"/>	MOORE
<input type="checkbox"/>	POWELL
<input type="checkbox"/>	WATSON

<input type="checkbox"/>	ENROLLED BILL
<input type="checkbox"/>	AGENCY REPORT
<input type="checkbox"/>	CAB DECISION
<input type="checkbox"/>	EXECUTIVE ORDER

Comments due to
Carp/Huron within
48 hours; due to
Staff Secretary
next day

<input type="checkbox"/>	FOR STAFFING
<input type="checkbox"/>	FOR INFORMATION
<input checked="" type="checkbox"/>	FROM PRESIDENT'S OUTBOX
<input type="checkbox"/>	LOG IN/TO PRESIDENT TODAY
<input type="checkbox"/>	IMMEDIATE TURNAROUND

<input type="checkbox"/>	ARAGON
<input type="checkbox"/>	BOURNE
<input type="checkbox"/>	BRZEZINSKI
<input type="checkbox"/>	BUTLER
<input type="checkbox"/>	CARP
<input type="checkbox"/>	H. CARTER
<input type="checkbox"/>	CLOUGH
<input type="checkbox"/>	FALLOWS
<input type="checkbox"/>	FIRST LADY
<input type="checkbox"/>	GAMMILL
<input type="checkbox"/>	HARDEN
<input type="checkbox"/>	HOYT
<input type="checkbox"/>	HUTCHESON
<input type="checkbox"/>	JAGODA
<input type="checkbox"/>	KING

<input type="checkbox"/>	KRAFT
<input type="checkbox"/>	LANCE
<input type="checkbox"/>	LINDER
<input type="checkbox"/>	MITCHELL
<input type="checkbox"/>	POSTON
<input type="checkbox"/>	PRESS
<input type="checkbox"/>	B. RAINWATER
<input type="checkbox"/>	SCHLESINGER
<input type="checkbox"/>	SCHNEIDERS
<input type="checkbox"/>	SCHULTZE
<input type="checkbox"/>	SIEGEL
<input type="checkbox"/>	SMITH
<input type="checkbox"/>	STRAUSS
<input type="checkbox"/>	WELLS
<input type="checkbox"/>	VOORDE

~~CONFIDENTIAL~~

TO: PRESIDENT CARTER
FROM: HAMILTON JORDAN *HJ.*
RE: RECOMMENDATION OF CAROLYN PAYTON AS PEACE CORPS
DIRECTOR FROM SAM BROWN

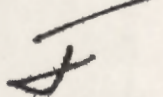
You asked that I "reassess this recommendation".

I have and attached additional information as to how Carolyn was selected by Sam Brown as well as more thorough comments on her which we have confirmed.

I think it is worth noting that everyone who worked with or for her in the Peace Corps has superlative praise for her. One ex-volunteer said that if Carolyn headed up the Peace Corps, she would consider going back in. There is a consensus that she is an inspirational leader, a hard worker and a good manager. Her only alleged weakness is that she does not make "great public speeches" but makes up for this in other ways.

DETERMINED TO BE AN ADMINISTRATIVE
MARKING BY *[Signature]* DATE *11/21/89*

Having spent more time on this as a result of your suggestion, I feel more comfortable in recommending her to you for appointment. Given the importance that you attach to the Peace Corps, I would recommend that we ask Sam Brown to bring her in for an interview with you.

- ☒ I want to interview her with Sam. 
- ☐ I want other candidates.
- ☐ I don't want to interview her, but Sam can proceed with her appointment.

**Electrostatic Copy Made
for Preservation Purposes**



ACTION

WASHINGTON, D.C. 20525

OFFICE OF
THE DIRECTOR

MEMORANDUM TO: Hamilton Jordan
FROM: Sam Brown
SUBJECT: Peace Corps Director

Carolyn Payton, in the Peace Corps tradition, reflects "the best that is in us." She is as far from Sargeant Shriver in background and style as anyone could be, but she is as close to the ideal of Peace Corps as anyone I've ever met.

On the basis of a resume she is capable of doing anything. A graduate with a Master's degree from the University of Wisconsin, she then earned her Ph.D. in clinical psychology from Columbia. She has been a teacher, counsellor, Peace Corps Country Director, and administrator. But the resume barely touches the substance of Carolyn Payton.

As a Peace Corps Country Director she was known as firm, fair-minded, a motivator of people, and committed to the volunteers. In her references, the word inspirational is raised frequently. She is not considered inspirational in the customary sense. Her public speaking skills are not highly developed, but in small settings and with staff, she breeds a confidence which came through clearly in her interviews with more than a dozen people here.

The process which resulted in her selection was thorough and painstaking. Early discussions of a highly visible candidate gave way to the more important consideration of the capacity of any candidate to work with a strong-willed, independent-minded staff; to give to the volunteers the sense that there is a Director committed to them, and to say to the rest of the world that Peace Corps is the American people.

Last Thursday, four candidates were interviewed by a group consisting of me, Mary, Don Green and Jim Duke from my office; Anita Botti, Gretchen Handwerker and Francis Luzzatto from the Peace Corps; and Arnie Miller, who has been helping in the selection process. The four "finalist" candidates

Dr. Payton is a psychologist who combines outstanding interpersonal skills with a deep commitment to the Peace Corps. She is a terribly solid person who is tough and gentle at once. She is described as a "no nonsense" person and is nobody's "yes" man. She commands respect and is highly admired by those who work with her. Many point out that she may at first seem abrupt but they all explain that Volunteers, trainees, officials and all others she works with end up "eating out of her hand," and deeply admiring her. She seeks out the strengths in her staff, cares deeply about them and supports their efforts to the Nth degree. She is a bit "feisty" at times but she is the type of person who won't quit until her job is done. She probably would not accept the Peace Corps directorship unless she is confident she can do the job well. According to Dr. Eugene Gordon, she is a superb human being, really a self-made woman. Her administrative skills are strong, and she delegates responsibilities well. Dr. Payton is thought by most to be one of the most inspirational people around.

COMMENTS:

Ellen Yaffe (Former P.C.V., Associate Director in Barbados under Carolyn Payton) She's the most inspiring woman you'd ever want to meet. She was abroad while there were tremendous social changes occurring in the U.S. to which she always remained attuned. She was able to maintain a true sense of Peace Corps ideals throughout very difficult times. Her idealism was infectious so that no matter what reason a person joined the Peace Corps, she managed to inspire the original ideals with which Peace Corps began. She is a strong people to people person and has a good sense of organization and delegation of responsibilities. She allows her staff to work to their individual potential but never loses control of her goals and direction. She got the most mileage out of all her staff. She is sensitive and open to other points of view. Dr. Payton lived like the poor people when she was abroad and was certain that her volunteers did the same. She is still in close touch with developing countries. "If Carolyn becomes PC Director, I may even consider volunteering again".

Ruth McKenzie Saxe (Vice President, Common Cause, worked with her closely in the Peace Corps) She's tough and is a "no-nonsense" person. She's the kind of person who commands respect and gets the very best out of people. She's a bouncy woman who is both joyful and difficult to work for at once. She believes in the value of each individual and

what can happen in a psychological way between them especially between persons of two cultures. She also believes that skills can be taught. She has some "Andy Young" type qualities in that she doesn't hesitate to say what seems right. She also is a Black person who grew up in the South at very difficult times and consequently is well atuned to racist and sexist attitudes.

Janet Hartle (Assistant Provost, Antioch College; worked with her when she was Country Director): "She's one of the most phenomenal people I know. She's extremely outspoken. She's a good manager and is an incredible leader. She's "feisty". Dr. Payton operates by concensus leadership, but takes the responsibility on herself. She is not dogmatic and will listen to all points of view. She's not afraid of responsibility. She's not a "nandy pandy" and is nobody's "yes" man. She's also demanding of a free hand. She seeks out the strengths in people and she gets the best out of them. She will not be a token anything, if that is the reason for choosing her. She can be a "stubborn bitch", but people grow to highly respect her and like her."

James Falknor (former Volunteer and Caribbean Desk Officer, 1967-73): "She'd make a dandy Peace Corps Director. She has a deep commitment to the Peace Corps and is very good with motivating people. She can be a tough taskmaster, but she gets a job done. She has excellent administrative skills, she's tough on interpersonal skills/communications. The program in the Caribbean that she ran was exceptional. She has traveled for the Peace Corps in Africa. She's in touch with what the Peace Corps was and what it is today. She's a bit feisty at times but so are we all."

Dr. Anita Hughes (Federal City College): "I've known her from organizational work after she came to Howard's counseling program which was very small and not very far reaching. Since she arrived there, the program has grown tremendously and services are far better than ever before. When she has a task to do she gets it done. She get along well with her professionals. Her moral character is high. She is easy to work with." (Hughes knows many of her colleagues who highly respect her and often consult with her). "She is very concerned with human rights and lets people know that. She comes from the South out of the earlier Civil Rights movement and spoke out strongly for the rights of Black folks. However she is a fine professional and deals easily with all sorts of folks."

Memorandum
Page Four
Dr. Carolyn R. Payton

Dr. Brenda Gurel (American Psychological Association, Exec. Secretary, Committee on Ethics): Carolyn is a terribly fine person. She has good managerial skills, is hard working and is very creative in dealing with people. She is very sensitive to racism and sexism and the only people she may "set off" are those who are racist and sexist."

Dr. Eugene Walton (Coordinator for Affirmative Action, Library of Congress): Carolyn had a contract with this office the results of which were the best and most productive the office ever saw. She really dug out the unfindable information and produced a magnificent report. She is very effective with all sorts of people and all sorts of mind sets. She can make unenthusiastic people productive. She is not a "bull in a china shop." She is an independent woman who will not settle for just being "a front." She will take charge of her responsibilities and get them done, but she works well with her associates/supervisors. "She could turn you around, baby."

Dr. Florence Halpern (American Psychological Association) You couldn't get a better person. She's magnificent at Howard. She's intelligent, open, straightforward, solid and a decent human being. She's the right person to do a revitalization job. She only does something if she's sold on it and the job means something to her. She's one of those people in whom I find it hard to point to faults because she's such an excellent human being.

Dr. Eugene Gordon (Psychologist): She knows good people when she sees them. Those who work for and with her have tremendous admiration and respect for her. Her integrity is high and she has good judgement. She's a real "self-made" woman. She is tough, gentle and sensitive at once. If ever I had a problem in my life, I'd choose to go to Carolyn. She will never run out of energy. She is a solid person who doesn't lose her cool. Pat Kennedy has a different style - He is more "Carter-like" in that he is politically shrewd. He may be a more exciting, inspiring person at first than Carolyn but either would make a very, very, strong Peace Corps Director.

THE WHITE HOUSE
WASHINGTON

July 19, 1977

Stu Eizenstat

The attached was returned in
the President's outbox. It is
forwarded to you for appropriate
handling.

Rick Hutcheson

cc: Bob Lipshutz
Jack Watson

RE: INTERAGENCY COORDINATION OF
POSITIONS TAKEN BY THE JUSTICE
DEPARTMENT IN THE SUPREME
COURT

cc Doug Huron

THE WHITE HOUSE
WASHINGTON

Cash

ACTION
FYI

	MONDALE
	COSTANZA
X	EIZENSTAT
	JORDAN
X	LIPSHUTZ
	MOORE
	POWELL
X	WATSON

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER

Comments due to
Carp/Huron within
48 hours; due to
Staff Secretary
next day

	FOR STAFFING
	FOR INFORMATION
X	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

	ARAGON
	BOURNE
	BRZEZINSKI
	BUTLER
	CARP
	H. CARTER
	CLOUGH
	FALLOWS
	FIRST LADY
	GAMMILL
	HARDEN
	HOYT
	HUTCHESON
	JAGODA
	KING

	KRAFT
	LANCE
	LINDER
	MITCHELL
	POSTON
	PRESS
	B. RAINWATER
	SCHLESINGER
	SCHNEIDERS
	SCHULTZE
	SIEGEL
	SMITH
	STRAUSS
	WELLS
	VOORDE

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE
WASHINGTON

*Stu - Will be spending
half our time evaluating
Gov't legal positions.*

July 18, 1977

J

MEMORANDUM FOR THE PRESIDENT

FROM: BOB LIPSHUTZ *RL*
STU EIZENSTAT *Stu*
JACK WATSON *Jack*

SUBJECT: Interagency Coordination of Positions
Taken by the Justice Department in the
Supreme Court

The Justice Department litigates cases on behalf of most Federal agencies, particularly before the Supreme Court. The Office of the Solicitor General -- which is responsible for presentation of arguments to the Court -- is frequently called upon to arbitrate interagency conflicts, so that the government can speak with one voice before the Court.

Most such interagency conflicts do not involve substantial matters of Administration policy, and it would be inappropriate for the White House to become involved in their resolution. There are a few conflicts, however, whose resolution entails significant policy choices for the Administration. The question is how the White House can assert the legitimate Administration interest in such matters without in any way compromising the integrity of the Justice Department.

We therefore recommend that you request the Attorney General to recommend guidelines for dealing with such matters, so that they need not be considered on an ad hoc basis.

☒ Approve ☐ Disapprove

This general problem has an immediate application. The Solicitor General's office plans, in a matter of days, to file an amicus brief before the Supreme Court in Ray v. Arco, an important environmental case in which Federal agencies have conflicting positions. In Ray a

lower court has ruled that the State of Washington's ban on supertankers in Puget Sound was preempted by Federal law. DOT apparently agrees; CEQ and EPA are opposed on policy grounds.

The Solicitor General intends to argue that the State's ban on supertankers is invalid. The legal issue is a close one, and a responsible argument can be made on either side of the question. In fact, the draft brief at Justice -- prepared in the Civil Division -- took the position that the State's action was lawful.

We are not in a position today to assess the merits of this issue. It seems clear, however, that significant policy choices -- including the right of states to set stringent safeguards to protect their environments -- are involved.

Justice is not facing any urgent Supreme Court deadline in this case. We recommend that you authorize us to contact the Attorney General and request that no legal brief be filed before a policy decision has been made at the White House level, and that Stu coordinate the policy analysis. (In the future such matters would be resolved under the guidelines recommended above.)

Approve

~~Disapprove~~

Just ask Griffin to look
at it personally